

CAUT/ACPU BULLETIN



JANUARY / JANVIER 1993 VOL. 40, No. 1

Committee of Inquiry report calls for drastic reforms at UBC

Liza R. Duhaime

In late 1991 the University of British Columbia Faculty Association with the support of the CAUT Executive decided to authorize an investigation of the fairness and adequacy of existing policies and procedures at UBC dealing with appointment conditions, grievance, dispute and appeal procedures for faculty.

ty.

The committee appointed by the UBC Faculty Association in March 1992 consisted of Professor David J. Mullan, Faculty of Law, Queen's University and Donald C. Savage, Executive Director, CAUT.

The committee held four and a half days of hearings, heard from 26 witnesses and received

an additional seven other written submissions. The committee also received statistical material from the UBC administration but did not meet with any of their representatives as the administration did not wish to be involved at this stage.

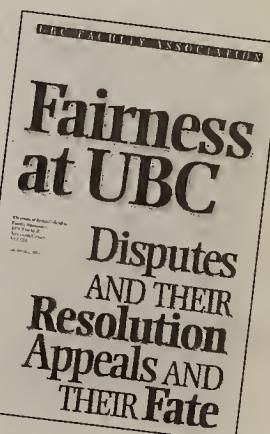
Since 1975, legal relations between the faculty association and its members, and the admini-

stration, have been governed by a Framework Agreement and by an Agreement on Conditions of Appointment. The practical effect of these agreements has been to create an uncommon maze of separate and distinct appeal mechanisms for academic staff.

Denials of reappointment, tenure and promotion for faculty are dealt with through a multi-layered and complex process leading from a departmental decision to the appeals board, an internal UBC body that has limited powers and whose main task is to look for errors of procedure.

Dismissal and suspension are dealt with under a separate procedure. A further procedure is in place for discipline short of dismissal and suspension. A grievance committee deals with disputes not covered by these documents.

Other agreements deal with disputes involving librarians and program directors in the Centre for Continuing Education. There are separate documents with their own grievance procedures for scholarly misconduct.



conflict of interest and sexual harassment. There are still other areas where there are neither procedures nor appeal mechanisms.

As a result of its findings the committee's report calls for 35 improvements to the present structures in place at UBC.

There is a much-needed simplification of the current

continued on page 11

In Memoriam:

John Thomas Gilchrist

CAUT sadly reports that John Thomas Gilchrist, president of the Trent University Faculty Association, and chair of the OCUFA Board of Directors was killed in a motor vehicle accident on Dec. 10.

A native of England, Professor Gilchrist was the first graduate of the University of Leeds to be awarded a PhD degree in medieval history. He joined the Department of History at Trent in 1968 and in the 1970s he served as chair of the Graduate Committee of the Master of Arts Graduate Program. Students expressed the greatest respect for his combination of high standards, encouragement and compassion. Professor Gilchrist was due to retire in 1993.

Scholarship was the cornerstone of his career. In addition to numerous articles on medieval history he published several books and was working on several major research projects at the time of his demise. His work earned him international recognition in his field and in 1987 he was the first recipient of Trent University's Distinguished Research Award. In 1990 he was appointed to the faculty of the University of Toronto.

Scholarship did not prevent him from involvement in university issues. He was active in drafting the constitution of the faculty council in 1975 and as a strong supporter of faculty unionization was actively involved in certification. He served in various executive capacities in the union up to and including his two years as president. He served for many years as trustee on the CAUT Defence Fund and was elected as chair of the OCUFA Board of Directors in the spring of 1992.

John is survived by wife Linda, daughter Janet, and sons Sean, Gregory and Laoiseac.



John Gilchrist

À la mémoire de John Thomas Gilchrist

L'ACPU a le regret d'annoncer que le professeur John Thomas Gilchrist, président de l'association des professeurs de l'université Trent et président du Conseil d'administration de l'union des associations de professeurs des universités de l'Ontario, a trouvé la mort dans un accident d'automobile le 10 décembre dernier.

Né en Angleterre, le professeur Gilchrist avait été le premier diplômé de l'université de Leeds à obtenir un diplôme Ph. D. en Histoire médiévale. Entré au département d'Histoire de l'université Trent en 1968, il y a présidé dans les années 1970 le comité des études supérieures du programme de maîtrise des arts. Des étudiants ont exprimé le plus grand respect pour sa personnalité, combinant un souci élevé de la qualité, celui constant d'encourager et d'animé d'une grande compassion. Le professeur Gilchrist avait signifié son intention de prendre sa retraite en 1993.

L'étude formait la pierre d'angle de sa carrière. Outre de nombreux articles sur l'Histoire médiévale, il avait publié plusieurs livres et avait en cours plusieurs projets de recherche d'envergure au moment de son décès. Ses travaux lui avaient apporté la reconnaissance internationale dans son domaine et, en 1987, il avait été le premier lauréat du Distinguished Research Award décerné par l'université Trent. En 1990, il avait été nommé à la faculté des études supérieures de l'université de Toronto.

L'étude n'a pas empêché le professeur Gilchrist de s'engager dans les questions d'actualité pour l'université. Il a participé activement à l'élaboration des statuts du Conseil des professeurs en 1975 et, à titre de solide défenseur de la syndicalisation des professeurs, il avait mis ses talents au service des démarches engagées en vue de la reconnaissance syndicale. Il a accepté divers postes exécutifs pour le compte du syndicat, y compris deux années à titre de président. Il a consacré de nombreuses années à titre de responsable de la Caisse de défense de l'ACPU et avait été élu président du conseil d'administration de UAPUO au printemps de 1992.

Lui survivent sa femme Linda, sa fille Janet et ses fils Sean, Gregory et Laoiseac.

\$100,000 payments

Page 5

Shabby research

Page 6

Consortium lobby

Page 7

LETTERS/COURRIER

Sociobiology part of the answer

I read with interest Professor Thelma McCormack's assurance that "there is no 'party line'" in York University's Centre for Feminist Research and Women's Studies program. She then complains "But we are continually harassed by other academics who hold dogmatic views on gender differences based on sociobiology and other forms of biological determinism."

Professor McCormack may be surprised to learn that "sociobiology" (the scientific study of social phenomena in light of contemporary evolutionary knowledge and theories) apparently has much in common with "Women's Studies," which she describes as a field of interdisciplinary scholarship, carried out by distinguished scholars in Canada and elsewhere, critical of theories, methods, and interpretations within and without the field. Sociobiology fits the same description.

Content also overlaps (although sociobiology's is broader, being confined neither to gender nor to a single self-absorbed species). And sociobiologists are certainly "harassed by other academics who hold dogmatic views!"

Ironically, Professor McCormack's phrase "biological determinism" could be apt, if she intended to convey sociobiologists' adherence to the premise that scientifically analyzable causality prevails among living systems no less than among lifeless objects. Evolutionary biology addresses, at a fundamental level, why the male-female phenomenon exists, and why it takes the various forms it takes.

Many fine minds have been drawn to these issues, and great progress has been made. As in any active science, some aspects of contemporary understanding will be overturned but others are solidly entrenched. Studying gender without a foundation in this contemporary understanding is like studying neuroscience without a foundation in chemistry.

It is disheartening that academic experts on "gender" should self-righteously dismiss the hard-won cumulative understandings of evolutionists. It is also testimony to creationists' success at keeping evolutionary biology from taking its rightful place in the elementary knowledge base of all educated people.

Martin Daly
Psychology & Biology
McMaster University

A cheer and a jeer for October issue

I have two comments to make concerning the October *Bulletin*. In responding to a letter, past CAUT president Fred Wilson describes Allan Bloom's critique of the modern academy as a "nostalgia for the university of the '50s." This, of course, is a facile misrepresentation of Bloom's position.

Second, I commend you for publishing an opinion piece not on the cutting edge of political correctness — the commentary by Dr. Grant Brown.

M. De Robertis
Physics & Astronomy
York University

Comments? Questions?

Letters for publication are welcome. Maximum 300 words. Publication is at the sole discretion of CAUT. CAUT will not normally print letters about individual local grievances nor those which, in its judgment, are libellous or defamatory, are on subjects which are not within the purview of CAUT's activities, or have been sufficiently discussed by other letter writers.

CAUT
294 Albert St., Suite 308
Ottawa K1P 6E6 fax (613) 232-0494

Courrier des lecteurs

La rédaction invite les lecteurs à lui écrire. La longueur des textes est limitée à 300 mots. L'ACPU se réserve le droit de choisir les lettres qui seront publiées. En règle générale, les lettres portant sur des griefs particuliers à l'échelle locale ne seront pas publiées ni celles que l'ACPU estime diffamatoires ou dont le sujet dépasse le cadre des activités de l'ACPU ou a été suffisamment débattu par d'autres correspondants.

ACPU
294 rue Albert, bureau 308
Ottawa K1P 6E6 Télécopieur (613) 232-0494

Math vital to engineering

The letter from P.A. Sullivan and the "reply" from K.R. Grant, (Oct. 92) need further comment. The remarks by Sullivan are well taken and deserve a considered reply, which the Grant letter is definitely not. Sullivan is concerned that a sociologist has published, in an apparently refereed book, that engineers have used mathematics to keep women out of the profession and that the answer to this is to reduce or eliminate math requirements in engineering curricula.

This is simultaneously an absurd and a dangerous proposition which should not be published in the absence of critical analysis. No engineer would willingly endure the mathematical training required by the profession simply to exclude women. With regard to the danger of ignorance, a recent collapse of a parkade roof in British Columbia is just one minor example of how a lack of knowledge of mathematical analysis can lead to structural failure. Only chance prevented death or injury as a result, and the engineers were rightly disciplined by the provincial association.

Mathematics is fundamentally important in structural design, fluid mechanics, and many other engineering endeavours and is necessary for accurate analysis and design.

Where is the refutation of the acceptance of women's math incompetence inherent in the "drop math" proposal? We have significant numbers of female students proving that women can cope with engineering mathematics.

Grant's reply even starts badly. Everything does not look like a nail to an intelligent person, even if all one has is a hammer. One returns to the tool box and fetches the appropriate tool.

The critics of science who say that it is not value-neutral confuse science as a methodology with the economics and politics of the uses of science, which are not part of the scientific method. Scientific understanding (however imperfect) of the world around us is a transcultural phenomenon which, as Ernest Gellner has stated, is "amoral knowledge."

Feminist research may be value-guided, and the application of scientific knowledge and principles to particular problems may be value-guided, but the science is not. A politically value-driven "weltanschauung" does not survive long in the scientific world — witness the "genetic" ideas of Trofim Lysenko in the Stalinist Soviet

Union, as contrasted to the genuine and lasting scientific work of Gregor Mendel from the 19th century.

Barry Patchett
Mining, Metallurgical
and Petroleum Engineering
University of Alberta

A 'gross misreading'?

A letter in the Oct. 92 issue of the *Bulletin* decried the tendentiousness of some feminist writing as "beyond the bounds of acceptable scholarship." The writer cites "one sociologist [who] argued that men have unnecessarily mathematized engineering as a device to exclude women," referring to Sally Hacker's paper on the "mathematization of engineering."

This is a gross misreading. Hacker's interest in the "non-technical reasons why [mathematics] became integral to engineering education" does not preclude the existence of technical reasons. Through the accreditation of professional training a profession establishes a monopoly over certain kinds of work.

Hacker examines the historical role of mathematical education as a stratifying device for engineering, shutting out, for example, those who came up from the shopfloor rather than through college. She asks whether other skills may not have been discounted, suggesting that the specifics of the mathematical training established have as much to do with the bureaucratic problems of universities and colleges and of standardizing professional training as with engineering performance.

These issues have been debated within the profession, indeed many of her references are to these internal debates. Though Hacker argues that these are devices that have excluded women (and other), she nowhere suggests that mathematical training is unnecessary nor that it should be eliminated.

This misreading isn't new. Presumably it's current in the engineering gossip circles that stereotype feminism and social science. Here arrogance and ignorance combine.

Dorothy E. Smith
Sociology in Education
Ontario Institute for
Studies in Education

Handgun petition misguided

I object to CAUT's exploitation of the tragic events at Concordia University. While I sympathize with the grief of the friends and family of the victims, it is inappropriate for officers of CAUT to circulate a petition to ban handguns as part of their official capacity. Gun control policy lies outside CAUT's legitimate responsibilities. Circulating this petition sets a bad precedent that other activists could exploit.

Moreover, the attempt to prohibit handguns is naive and misguided. Despite well-publicized atrocities, handguns do not pose an important threat to Canadians. Serious social and economic problems face Canadians, but handgun ownership isn't one of them. Handgun ownership is already strictly regulated, but the police and courts should enforce the present laws against firearms misuse more rigorously.

Second, decades of research in criminology have been unable to find empirical support for a link between handguns and homicide rates — nor for the effectiveness of firearms bans.

Third, a handgun ban would unjustly confiscate property owned by hundreds of thousands of law abiding

Canadians. Approximately 256,000 Canadian households have handguns. Statistics show that 99.9 per cent of handgun owners never misuse their firearm.

Canadians own handguns because they enjoy target shooting, not because they are prone to violence. Target shooting is a fascinating sport in which men and women compete as equals. It is a challenging mental discipline that teaches concentration and helps build character.

A handgun ban would be unenforceable without conducting house to house searches. Anyone who abhors police intrusion into innocent people's lives, could not support a handgun ban.

Finally, attempting to ban handguns is merely symbolic. Participating in a crusade against handguns may be emotionally attractive, but it is counterproductive. To truly fight violence, one should work to help women escape from abusive relationships or to convince judges to enforce existing laws against criminal violence.

Gary A. Mauser
Business Administration
Simon Fraser University

Handgun petition supported

As one who lived directly through the tragic events of Aug. 24 at Concordia University in Montreal, I view with much skepticism the support of the prime minister toward the petition to restrict violence on television (PM Signs Petition Against TV Violence — Nov. 19). It is easy for him to support an initiative that he knows will not stand up to the scrutiny of the Charter of Rights and Freedoms.

At a certain point he will be able to drop the issue because it threatens freedom of speech. On the other hand, neither the prime minister nor the minister of justice have had the courtesy to reply to my letter of Aug. 31, in which I requested that they bring forth legislation to eliminate completely civilian ownership of handguns. They have not replied, I suspect, because they could, if they had the courage, actually bring forth such legislation. They would, of course,

have to face the opposition of the gun lobby, and they are clearly unwilling to do so.

It is a pity that they do not possess the courage to enact the only law that would truly reduce the number of fatal violent attacks throughout the country.

I urge everyone to ask two questions of each and every candidate for public office. First, do you own a handgun? Second, do you support the law that allows Canadians to own handguns? If the answer to either question is yes, then that candidate should receive no support.

Charles L. Bertrand
Vice-Rector, Services
Concordia University, Montreal
(Reprinted with the author's permission from the *Globe and Mail Letters to the Editor* of Nov. 27, 1992).



Alan Andrews

EDITORIAL/ÉDITORIAL

Research clawback another Tory display of bad faith

In mid-November, it was reported that the minister of finance had made a speech to a group of economists in Northern Alberta. He had told them there were few discretionary areas in the federal budget. Thus, in his forthcoming mini-budget, he would have to make further cuts in the transfer payments to the provinces. What the economists said to Mr. Mazankowski was not reported.

CAUT took this piece of kite-flying to be another direct threat to the cash transfers for post-secondary education under Established Programs Financing (EPF), a signal that the finance minister was planning further unilateral action which would effectively withdraw more tax dollars from the higher education system — and do so more rapidly — than had been expected as a result of the earlier assaults upon EPF by the Mulroney Tories.

We wrote immediately to Mr. Mazankowski expressing in the strongest terms our objection to what he had signalled his readiness to do. The good news is that, in his financial statement of Dec. 2, he then backed off from the threat to further erode the financial stability of post-secondary education in Canada. The bad news, of course, is that he found other "discretionary" areas to cut which will also affect the academic community, most conspicuously by

clawing back the previously announced long-term funding arrangements for the budgets of the research councils.

This is yet another act of bad faith by the present federal government in its dealings with Canada's universities and colleges. In his budget in 1992 Mr. Mazankowski had succeeded in assuaging some of the resentment felt throughout the academic community towards the government with his announcement that the budgets of the granting councils would be increased by four per cent in 1992 and by the same percentage in each of the next two years.

True, this fell far short of earlier recommendations from the prime minister's own advisory body (the Lortie committee) and the parliamentary committee on science and technology, both of which had said the granting councils' budgets needed to be doubled if Canada was to sustain — never mind improve — its research capacity, its competitiveness and its reputation. Nor did they make up for the \$4.7 billion which the Minister has cut in EPF transfer payments in respect of post-secondary education since 1986.

Coupled with the abolition of the various arm's length advisory councils in the February budget, the new cuts make quite clear the government's true attitude to research, to science and to

scholarship.

In addition the cultural agencies of the government face 10 per cent cut. It is less certain what the cuts will mean for post-secondary education for First Nations which is almost entirely funded by the federal government. A week after the statement, no one in the department could tell CAUT what the cuts meant.

It might be recalled that Mr. Mazankowski had earlier said that he would not cut programs, but would remove the money from departmental operating budgets, as indeed he did. It's a mistake though to think such cuts do not in fact affect programs.

In November CAUT was lobbying civil servants in a reasonably well furnished office in Ottawa. The walls, however, were somewhat bare. This we were told was the result of an earlier cut to operating budgets. The department had been in the habit of renting artwork from the Canada Council Art Bank. However, with the cuts, a policy decision had been made to discontinue this practice. Thus, a cut in the operating budget of a government department resulted in a loss of income to the Canada Council. We will no doubt discover in due course that the recent two per cent cut in operating costs across the federal government has had further

effects on matters that concern the academic community. Call it collateral damage.

The reduction of four per cent to zero in research council funding is of course an attack on programs and, in real dollars, a cut in funds and a reduction in Canada's research capacity. This must be particularly galling to those who felt the four per cent increases betokened the basic willingness of the government to do what it could, given its bankrupt economic philosophy, to assist research.

Mr. Mazankowski had an alternative. He might have announced that he was postponing implementation of the four per cent increases for six months or a year. That is, he could have achieved effectively the same results financially by delaying the implementation of the increases. We would certainly have protested that too, but at least he would have compelled us to recognize that the government intended ultimately to honour its commitment.

As it is, he has nakedly assured us that the government doesn't give a hoot for research, anymore than it does for post-secondary education, that all its talk in support of it is so much hot air. Worst of all, what it gives with one hand today it will take away with the same hand tomorrow. Have they no shame?

Fonds de recherche — La récupération reconfirme la mauvaise foi des Conservateurs

À la mi-novembre nous avons appris que, dans un discours prononcé devant un groupe d'économistes dans le Nord de l'Alberta, le ministre des Finances a laissé entendre qu'il y avait peu de postes discrétionnaires dans le budget fédéral. Ainsi, dans son mini-budget à venir peu après, il serait obligé de couper encore dans les paiements de transfert aux provinces. La réaction des économistes nous a pas été transmise.

L'ACPU a pris ce ballon d'essai comme une autre menace directe visant les transferts en argent au titre de l'enseignement postsecondaire dans le cadre du Financement des programmes établis, signe que le ministre des Finances projette d'autres mesures unilatérales qui soustrairont effectivement encore plus de dollars fiscaux du système d'enseignement supérieur — et ce, plus rapidement que l'on s'y attendait après les précédents assauts contre le FPE par les Conservateurs de Mulroney.

Nous avons donc écrit immédiatement à M. Mazankowski exprimant dans les termes les mieux sensés nos objections à ce qu'il se proposait de faire. La bonne nouvelle est que, dans son énoncé financier du 2 décembre, il a reculé en ne menaçant plus de réduire encore la stabilité financière de l'enseignement postsecondaire au Canada. La mauvaise nouvelle, évidemment, c'est qu'il a trouvé d'autres zones «discrétionnaires» où sabrer d'une manière qui va toucher tout de même la communauté universitaire, le plus visiblement en récupérant les dispositifs de financement à long terme des budgets des conseils de

recherche.

Voilà donc encore un autre geste de mauvaise foi de la part de l'actuel gouvernement fédéral dans ses rapports avec les universités et collèges du Canada. Dans son projet budgétaire pour 1992, M. Mazankowski avait réussi à atténuer quelque peu le ressentiment éprouvé par tous les universitaires envers le gouvernement en annonçant le relèvement des budgets des conseils subventionnaires à raison de quatre p. 100 en 1992 et du même pourcentage au cours de chacune des deux années suivantes.

Même si en réalité cette promesse se révélait bien en déçue des recommandations faites plus tôt par le corps consultatif du premier ministre lui-même (le comité Lortie) et par le comité parlementaire sur la science et la technologie qui, tous deux, avaient recommandé de doubler les budgets des conseils subventionnaires si le Canada voulait au moins soutenir, sans même parler d'améliorer, sa capacité de recherche, sa compétitivité et sa réputation. Ces conseillers n'avaient d'ailleurs pas rétabli les 4,7 milliards de \$ que le ministre a coupé depuis 1986 dans les paiements de transfert dans le cadre du FPE au titre de l'enseignement postsecondaire.

Accompagnant l'annonce dans le budget de février de l'abolition des divers conseils consultatifs sans lien de dépendance, les nouvelles coupures donnent clairement à voir quelle est l'attitude réelle du gouvernement face à la recherche, à la science et aux travaux savants.

De plus, les organismes culturels du gouvernement s'attendent à une coupure de l'ordre de 10 p. 100. Il est moins facile de savoir ce que ces coupures représenteront dans le cas de l'enseignement postsecondaire des autochtones, qui est financé presque complètement par le gouvernement fédéral. Une semaine après la présentation de l'énoncé, personne ne pouvait expliquer à l'ACPU ce que ces coupures signifiaient dans les faits.

On se souviendra que M. Mazankowski avait indiqué il y a peu qu'il n'allait pas supprimer des programmes, mais qu'il retirerait de l'argent des budgets de fonctionnement des ministères, ce qu'il a fait, en effet. C'est une erreur de penser toutefois, que ces coupures ne toucheront pas les programmes.

En effet, l'ACPU menait en novembre sa campagne de lobbying auprès de fonctionnaires dans un bureau relativement bien meublé à Ottawa. Les murs, toutefois, étaient passablement nus. C'était, nous a-t-on dit, le résultat d'une coupure précédente dans les budgets de fonctionnement. Le ministère avait eu l'habitude de louer des tableaux de la banque du Conseil des arts. Or, avec les coupures, une décision de politique avait été prise : il plus lour de tableaux. Ainsi, une coupure dans le budget de fonctionnement d'un ministère a eu pour conséquence une perte de revenus pour le Conseil des arts. Nous allons sans doute découvrir en temps et lieu que la coupure récente de 2 p. 100 dans les budgets de fonctionnement de l'ensemble du gouvernement fédéral a eu des effets

additionnels dans des domaines qui intéressent la communauté universitaire. On pourrait appeler cela des dommages concomitants.

Ramener de quatre p. 100 à zéro l'augmentation du financement des conseils de recherche est une attaque manifeste contre les programmes et, en termes de dollars réels, une coupure de fonds et une diminution de la capacité de recherche du Canada. Ce fait doit être bien humiliant pour ceux qui pensaient que les augmentations de quatre p. 100 constituaient la preuve de la bonne volonté fondamentale du gouvernement de faire tout ce qu'il pouvait, compte tenu de la faillite de ses idées sur l'économie, en vue d'aider la recherche.

M. Mazankowski avait le choix. Il aurait pu annoncer qu'il retardait de six mois ou d'un an la mise en oeuvre des augmentations de quatre pour 100. C'est-à-dire qu'il aurait pu obtenir effectivement les mêmes résultats financiers en retardant la mise en oeuvre des augmentations. Nous aurions certes protesté la aussi mais, au moins, il nous aurait obligé à reconnaître que le gouvernement avait bien l'intention de respecter ses engagements en fin de compte.

Or, en fait, le ministre nous a fait comprendre sans détour que le gouvernement se contrefiche de la recherche et tout autant de l'enseignement postsecondaire, que tous ses discours pour les soutenir ne sont que paroles en l'air. Qui pis est, ce qu'il donne un jour d'une main, il le retirera de la même main le lendemain.

Ont-ils donc toute honte bue?

CAUT BULLETIN DE L'ACPU

President/Président: Alan Andrews

Executive Director/Directeur général: Donald C. Savage

Associate Executive Director/Directeur général associé: Gordon C. Piché

Managing Editor/Redactrice en chef: Liza Duhamel

Editorial Assistant/Adjointe à la rédaction: Louise D'Anjou

Advertising & Circulation/Publicité et diffusion: Stella Cosenillo

Translation/Traduction: Monique V. Landa



D. Woolf

COLLECTIVE BARGAINING AND ECONOMIC BENEFITS

Nova Scotia wage freeze: A stealthy attack on bargaining

In May 1991 the Conservative government of Donald Cameron announced a public sector wage freeze that would encompass the universities of Nova Scotia. Under the ensuing legislation, all existing collective agreements were extended by two years.

In the case of Mount Saint Vincent University, whose contract had expired and was then in the process of negotiation, a five per cent increase was set for the first year, to be followed by a two-year freeze.

Since that time, the government has indicated that it will provide no increases to universities in the next two years while at the same time pursuing a process of "rationalization" of Nova Scotia's complex post-secondary educational system.

If the freeze is not renewed in the spring of 1993, institutions frozen in mid-contract will be obliged to pay the salary settlements reached in 1990-91. The strategy of the government is plain enough: by lifting the freeze without providing adequate funding — a provincial response to the erosion of federal transfer payments — it hopes to force boards of governors to proceed speedily toward some form of rationalization.

The impact of the freeze goes far beyond the notional savings to the universities and to the provincial government. What is left is a demoralized, shrinking faculty, faced with the further threat of job cuts up the road and the prospect of teaching ever-greater numbers of students for smaller compensation.

Perhaps most seriously, the government's interference with negotiated contracts has amounted to a stealthy attack on collective bargaining that causes us all to ponder what may be around the next corner.

Nova Scotia has 10 independent institutions of higher education, each very different, ranging from the largest (Dalhousie) with a number of graduate and professional programs serving the Atlantic region, through primarily undergraduate institutions such as University College of Cape Breton (UCCB) and Acadia to the tiny and predominantly francophone Université St-
Anne.

The faculty associations at all these institutions, large and small, engage in some form of collective bargaining with boards for their contracts, and all but St. Francis Xavier and King's are actually certified trade unions with the power to strike.

The freeze has contributed to a serious erosion of faculty morale at all of these institutions. Despite low inflation, faculty in the region will, by mid-1993, have slipped from a position of 15 per cent behind the national average to

one of 23 per cent behind.

Although jobs are safe during the current recession, one cannot help but wonder what will happen when bargaining resumes. Will faculty be obliged to consider trading off protection against redundancy, financial constraint and faculty complement reduction in order to get the real salaries that without the freeze we'd have had two years earlier?

Faculty have been asked to make sacrifices in other areas as well. Enrolments across the province have increased dramatically in the past five years. Cuts to library budgets, support services and teaching assistance have combined to load heavier and heavier burdens on faculty.

Many faculty have been obliged to take on extra work. At Dalhousie, for example, sabbaticants on 75 to 85 per cent of regular salary are finding themselves unable to take the extra cut to their take-home pay and some are teaching classes on a per-course stipend to top up their bank accounts.

There are all sorts of spin-offs to this. For one thing, the heavier workload in teaching and administration means that professors are having a tougher

time getting their research done. Since most universities require evidence of publication as well as effective teaching for tenure and promotion, this has a long-term career impact on those members whose regular duties have increased at the same time that their salaries have declined.

The immediate effect has been felt most sharply by those at the top of the salary scales for their ranks. Although Career Development Increments (CDIs) were permitted under the legislation, the negotiated increases to these were also frozen.

In addition to a general feeling of resignation toward the freeze and a sense that the proper process of negotiating in good faith has been violated there are a number of concrete effects on academic units.

At some campuses, the freeze proved the last straw for mobile faculty in highly competitive areas, who simply left to take jobs elsewhere in Canada. Dalhousie, with its professional and scientific graduate programs, has been especially hard hit, but is by no means alone.

Technical University of Nova Scotia has experienced a rash of early retirements by

individuals for whom a pension settlement coupled with the possibility of a post-retirement appointment was more attractive than two more years of service with no gain.

The flip side of departures is recruitment: professional programs at Saint Mary's and Dalhousie were already finding it difficult to hire well-qualified assistant professors before the freeze, even with market differentials permitted by contract in a limited number of programs. The freeze is not entirely to blame for this, but it has unquestionably made a bad situation worse.

Professional programs are not alone in experiencing this. A candidate who had accepted a position in a language department at Acadia refused to come when the freeze was declared, because it postponed the scheduled 1991 increase of eight per cent and made an offer elsewhere more attractive.

Some associations, in their past round of bargaining, may have put off renegotiating non-monetary clauses to focus their efforts on salary, only to have these gains stripped away by the government. This was certainly the case at Dalhousie, where a COLA clause lay at

the centre of bargaining for our current 1990-93 agreement.

The freeze has also forced other associations to put off for the balance of their extended contracts the opportunity to bargain for pressing non-salary and even non-monetary issues. At St. Francis Xavier, where many otherwise contractual matters are covered by a faculty handbook rather than a formal collective agreement, there is mounting dislike of an inadequate long term disability package, and considerable interest in negotiating improvements to travel and sabbatical leave clauses and to sexual harassment policy.

At Mount Saint Vincent, trying to define a normal workload under the existing contract — which will be in effect until spring 1994, has proved to be "an absolute nightmare" in the words of its association president. All of these matters lie outside the fundamental concern about salary scales and all of them could have been negotiated early but for the freeze.

(Daniel Woolf is Associate Professor, Department of History, Dalhousie University and Treasurer, CAUT Collective Bargaining Cooperative.)

SUMMARY OF ONTARIO COMPENSATION INCREASES FOR 1992-93

University	% Scale (Total)	% Catchup	% Anomalies	% General Benefits	% Prof. Allowance	% Total Salary and Benefits	% PTR/Merit	% Disc. Merit
Algoma Contract expires June 30, 1992								
Brock	1.50	1.00	0.00	0.00	0.00	2.50	2.00	0.50
Carleton	5.70	1.00	(2)	0.70 (3)	0.00	7.40	2.19	
Guelph	5.60	0.00	1.40	0.10	0.10	7.20	1.60	0.00
Huron	3.50	1.50	0.00	0.00	0.00	5.00	2.20	0.00
King's Agreement expires June 30, 1991								
Lakehead	4.00	(4)	0.10 (e)	0.20 (e)	0.30 (e)	?	3.00	0.30
Laurentian	1.47 (5)	0.00	0.00	0.33	0.14	1.94	2.12 (e)	0.22 (e)
McMaster	2.00	0.00	0.60 (6)	0.25	0.20	3.05	2.20 (e)	0.00
O.I.S.E.	2.00	0.00	0.21	0.00	0.00	2.21	2.30	0.00
Ottawa	5.50 (7)	0.00	?	0.00	0.00	?	3.00	0.00
Queen's	0.00	0.00	0.00	0.00	0.00	0.00	1.00 (e)	0.00
Ryerson	(8)							
Toronto	4.00	0.00	0.00	4.06	0.00	8.06	0.00	2.60
Trent	6.00	(9)	0.00	0.00	0.00	?	2.60	0.40
Waterloo	1.50	0.70	0.29	1.50	0.00	3.99	2.20	0.00
Western	1.60	0.00	0.00	0.00	0.00	1.60	2.00	1.00
W.L.U.	5.00 (1)	0.00	0.00	0.00	0.00	5.00	2.60	0.29
Windsor	5.60	(10)	0.00	0.00	(11)	?	2.00	0.27
York								
Contract expires April 30, 1992								

NOTES: e — estimated

- 1 — Canada CPI for 1991. Carleton receives Ottawa CPI (1991 annual average) plus 1%. WLU uses 12 month average CPI for ON, May 1st to April 30th. Western receives Canada CPI January over January.
- 2 — See Appendix E of the Carleton agreement for a discussion of the Anomalies Fund.
- 3 — Benefit improvements include the addition of same sex spousal benefits, vision care and orthodontia to the dental plan.
- 4 — Catchup will be based on StatsCan data — average by rank. Effective January 1, 1993.
- 5 — \$1,000 lump sum payment added to base salary, in percentage terms, this equals 2.3% for lecturers, 1.6% for assistant, 1.4% for associate and 1.1% for full.
- 6 — Second installment for adjustment to salary scale.
- 7 — Canada CPI for 1991 times 0.9 plus a lump sum adjustment of \$350.
- 8 — Ryerson has a wage reopener for 1992-93 end 1993-94. Endrate of approximately 1% plus additional increments for individual faculty members; the complete costing is not yet available.
- 9 — On June 30th the weighted average salary settlement (WASS) for the Ontario university system will be calculated. If the negotiated wage increase implemented at the beginning of that employment year is less than WASS plus 1%, an adjustment in salaries will be made to increase the salary end rate for that employment year by the difference on June 30th of that year.
- 10 — Will be increased according to the Windsor Salary Standard, i.e., median by rank of the Ontario System.
- 11 — Will increase by CPI.
- Oct. 16, 1992. Please report any errors to Doreen Grey at the OCUDA office.

Reprinted with permission from the Oct. 92 OCUDA Forum. (Updated Nov. 24/92).



Tim Stutt

The federal government has tabled legislation in the House of Commons to merge the Social Sciences and Humanities Research Council (SSHRC) with the Canada Council.

Bill C-93, tabled on Nov. 26, is an omnibus bill that includes this measure as one of many to be implemented as a result of last February's federal budget. Part III of the bill proposes two main amendments to the Canada Council Act.

First, Bill C-93 would merge the SSHRC administrative apparatus with that of the Canada Council, and transfer all SSHRC programs to the council. Secondly, the bill would transfer the international academic relations program from the Department of External Affairs and International Trade to the Canada Council.

The CAUT position

In a Dec. 2 open letter to Prime Minister Brian Mulroney, CAUT President Alan Andrews expressed the association's disappointment with the merger plan.

"When this measure was first proposed in last February's federal budget, Canada's academic community was shocked," said Professor Andrews. "No prior consultation with any of SSHRC's stakeholders was conducted and no convincing rationale has ever been offered for this measure."

"All that has been offered to date is a promise that the merger would be conducted among equal partners in a wholly new agency, so as to ensure that federal support for research in the social sciences and the humanities would remain independent. The introduction of Bill C-93 in the House of Commons does not fulfil this promise."

Professor Andrews concluded his letter with a request that CAUT and other interested groups be allowed to propose amendments to Bill C-93 so that SSHRC's *raison d'être* might continue to be fulfilled by the newly-constituted Canada Council for the Arts and for Research in the Social Sciences and Humanities.

"Given the lack of consultation on this matter to date, it is the least that should be done for the many Canadians who benefit from research in the social sciences and the humanities," said Professor Andrews.

The social scientists, humanists' viewpoint

The federations representing Canada's social scientists and humanists have also expressed grave doubts about SSHRC's merger with the Canada Council.

"After having carefully studied the proposed legislation, we remain very concerned about the future of the social sciences in this country," said Social Science Federation (SSF) President Louise Quesnel.

The SSF is worried in particular about the funding of social science research. At present such funding is allocated from the federal government's budget for science and research. The federation insists that funds continue to come from this budget so as to ensure that social science funding remain an integral part of federal science and research policy.

The Canadian Federation for the Humanities (CFH) shares similar budgetary concerns. On Nov. 30, CFH President Robert Nadeau said that Bill C-93 threatens to drastically weaken humanities scholarship.

"Whatever guarantees are being offered, what is really happening here is that the humanities are being dumped unceremoniously back into the government's cultural portfolio. Simply put, the inherent financial, political and constitutional instability of that

FROM THE HILL

SSHRC merger plan strongly opposed

portfolio gives us little cause for comfort," concluded Professor Nadeau.

University administrators react

The Association of Universities and Colleges of Canada (AUCC) joined CAUT and the social science and humanities federations in expressing doubts about Bill C-93.

"Lumping the social sciences and humanities with the arts doesn't make much sense, especially at a time when SSHRC has already developed partnerships with other research councils in order to find interdisciplinary solutions to our pressing medical, industrial, environmental and human resource problems," said AUCC President Claude Lajeunesse.

"Research in the social sciences and humanities is crucial for our understanding of and adaptation to the rapid social and technological change inherent in an emerging service and information oriented society."

In a backgrounder on Bill C-93, AUCC stated that the SSHRC merger may only represent the tip of the iceberg. AUCC is concerned that other research agencies such as the Natural Sciences and Engineering Research Council and the Medical Research Council will also eventually lose their independent status.

The players debate

Members of Parliament started the second reading debate on Bill C-93 on Dec. 4. Ontario Conservative MP René Soetens began the debate by outlining the federal government's reasoning behind the merger of SSHRC with the Canada Council:

"The merger will result in increased efficiency in the delivery of programs and services such as grants to artists, promotion of the arts and the provision of scholarships in the social sciences and the humanities. As a result, we will enhance our capacity to project our national personality and the expression of our culture abroad."

However, opposition members such as Liberal MP Peter Milliken did not accept such an argument:

"I suggest when we look at the total savings projected from this bill and projected in the budget, they are peanuts. In the particular case of the Social Sciences and Humanities Research Council I am sure the savings are minuscule. Most of the staff will have to be retained to do the work," he said.

"It will do it out of the Canada Council office which may save a little in rent but I expect it had to expand offices to accommodate this group. The important work of the Social Sciences and Humanities Research Council is carried out in the course of peer review of the applications for funding."

"Most of the peer review — I think I can say all of it — is done free," continued Milliken. "There is no charge levied by the social scientists, the sociologists, the political scientists, whoever, who sit on the review panels to decide who receives grants from the Social Sciences and Humanities Research Council.... All that costs the government nothing."

Once the bill has received second reading, CAUT hopes to have the opportunity to propose amendments to Bill C-93 for the consideration of the legislative committee reviewing the bill.

(Tim Stutt is a CAUT Government Relations Officer)

Ottawa compensates brainwashing victims — \$100,000 payments announced

By Timothy Appleby
and Geoffrey York

One of the dozens of Canadians brainwashed in a series of bizarre, CIA-linked psychiatric experiments during the 1950s and '60s expressed relief and cautious elation yesterday over news that Ottawa has reversed itself and agreed to a compensation package.

"I'm just very glad that it's over," Linda Macdonald said in an interview from Los Angeles. A movie is being made there about her ordeal, in which, at the age of 26, her entire memory was permanently erased.

"It's hard to describe how I feel. It should have happened a long time ago. The way it happened, I'm not grateful to the government of Canada — I'm grateful to my lawyers, because without Tom Berger and his associates none of this would have happened."

Earlier yesterday, Justice Minister Kim Campbell announced that the federal government would pay \$100,000 each to the victims of what were called "depatterning" experiments at Montreal's Allan Memorial Institute.

About 80 men and women are believed eligible.

The government's change of heart caps a six-year battle by Ms. Macdonald and others; a lawsuit on behalf of herself and another victim will now be dropped, she said.

The victory was bittersweet,

This is the deouement of a long and complicated incident involving both medical ethics and controversial therapy within the university community. Dr. Ewen Cameron of the Allan Memorial Institute at McGill University carried out a series of human experiments involving heavy sedation in conjunction with electroconvulsive therapy. These experiments were significantly and secretly funded by the CIA which had an interest in brainwashing techniques, and in 1988 the CIA admitted this and ordered that \$750,000 be paid to seven patients who had been guinea-pigs. Three books have been written about these events: *Anne Collins, In the Sleep Room: The Story of the CIA Brainwashing Experiments in Canada, 1988*; *Don Gilhool, I Swear by Apollo, 1987*; and *Harvey Weinstein, A Father, A Son and the CIA, 1988*, all published in Canada. During his career Dr. Cameron was a leader of the profession and a president of the Canadian Psychiatric Association. The following story concerns others involved in the treatment who had sued the Canadian government, because it too had funded the research. There has also been scandal associated with similar treatments in Australia, although the CIA does not appear to be involved. See *Brian Bronberger & Janet Fife-Yeomans, Deep Sleep: Harry Bailey and the Scandal of Chelmsford, Australia, 1991*.

however, since Ms. Campbell also said yesterday that Ottawa accepts no legal responsibility for the experiments. Rather, the money is being awarded purely "on compassionate and humanitarian grounds."

"Yes, I'm disappointed, but I'm a lot more politically aware than I was," Ms. Macdonald said of Ottawa's refusal to apologize. "Evidently governments can't apologize — they hardly ever do."

Carried out by controversial psychiatrist Dr. Ewen Cameron, who is now dead, and financed by both Ottawa and the U.S. Central Intelligence Agency, the experiments involved massive jolts of electroshock therapy, along with high doses of barbiturates and other drugs.

The victims were often experimented on without their consent. Many of them, including Ms. Macdonald, now a 55-year-old

Vancouver mental-health worker, were effectively reduced to vegetables.

For example, Ms. Macdonald, who was admitted to the institute for depression in 1963, could not read or write after six months of Dr. Cameron's therapy, which included an 86-day sleep. She also had to be toilet-trained and could not recognize her husband or five young children.

Of her life before she was admitted to the Allan hospital, Ms. Macdonald says today she remembers "absolutely nothing."

The premise of the experiments was that through a process termed "psychic driving" the brain could be wiped clear of all trauma.

Because the experiments involved the CIA, the U.S. government agreed in 1990 — after lengthy legal battles — to pay compensation to the agency's Canadian victims.

But the CIA was not involved with Ms. Macdonald's treatment, and in seeking redress her Vancouver lawyer, former B.C. Supreme Court judge Thomas Berger, asserted that Ottawa had been negligent in that it knew, or should have known, what was happening.

Compensation in Canada was first denied in 1986 by then justice minister John Crosbie, who said Ottawa had no legal or moral responsibility for what had happened. Ms. Campbell reaffirmed that decision in February, 1991.

But the demands for compensation for the victims never went away and in recent years the government has been flooded with letters and petitions from MPs and other high-profile people, who said the government should reverse its decision.

Mr. Berger also filed a lawsuit in 1990 on behalf of Ms. Macdon-

ald and fellow victim Robert Logie.

Under the package announced yesterday, former patients will be required to produce documentation showing they received the brainwashing treatment, although justice officials are promising not to be too rigid in their requirements. The department is setting up a toll-free number for applicants.

Louis Davis, a senior lawyer in the Justice Department, said the department is budgeting \$8-million in compensation for an estimated 80 former patients. That estimate is based on a 1967 study that reviewed 79 cases of brainwashing.

Mr. Davis acknowledged there could be many more than 80 people who received the treatment. Some have died, including Val Orlikow, the wife of former New Democratic MP David Orlikow.

Despite its rejection of the compensation demands in 1986, the government always left open the possibility of changing its mind, Mr. Davis said. "The government never closed the books" on this.

Compensation was rejected by Mr. Crosbie in 1986 on the basis of a report by Halifax lawyer George Cooper, who concluded that the experiments were not carried out for any improper purpose and were intended to be therapeutic.

(Reprinted with permission from the *Globe and Mail*, Nov. 18, 1992.)



Fred Wilson

Stuart Smith, in the report of his one-person Commission of Inquiry on Canadian University Education, has claimed university students being shortchanged by their professors. We do too much research, and not enough teaching, he suggested, and what teaching we do is too often poor.

Others chimed in.

Le Devoir, in a story of May 13, 1992, claimed in its headline that university professors "spend only 27 per cent of their time teaching." University presidents, represented by the Association of Universities and Colleges of Canada (AUCC), which had commissioned Smith's study, agreed in their response to the report that there is too much poor teaching, and that they have to take stronger measures to punish those who fall below the mark.

The Ottawa *Citizen* drew the conclusion in an editorial of Oct. 10, 1991, that "universities shouldn't get increased funding until they start putting their own houses in order."

It would be unfortunate for universities and their students were the advice of the *Citizen* followed. For the facts are quite different. Much of what Stuart Smith asserts lacks any evidence, and where he has provided evidence, it is

directly contrary to what he claims. The writers of *Le Devoir* headlines seem incapable of reading the stories they are highlighting. University presidents, as usual, seem determined to project a macho image and blame faculty for their problems rather than seriously address the issues.

The remarks in *Le Devoir* were on a recent study of professors in Quebec. This study stated that professors spend "only 27 per cent of their time in class." This made the headlines. The contrast was made to research, where professors spend 30.9 per cent of their time. Obviously too much time is spent on research compared to teaching. No doubt about it: our students are being shortchanged.

Not until paragraph six does one discover that professors also spend 15 per cent of their time "directing the research of students." But now the cat is out of the bag. For of course, "directing the research of students" is teaching. This means that professors in Quebec in fact spend $27 + 15 = 42$ per cent of their time teaching, 10 per cent more than they spend on research! Students after all are not shortchanged.

Headlines can be misleading!

The headline misleads, of course, because it equates teaching with classroom hours. But university teaching includes much more. In particular, it includes all the instruction that goes on at the graduate level, supervising the work of students in laboratories and in

completing their dissertations.

Similar remarks hold for Stuart Smith. He argues that professors devote more and more time to research and less and less to teaching. He uses data from the Universities of Alberta and Ottawa to justify this claim, but he neglects the time spent teaching outside the classroom, supervising graduate students and postdoctoral fellows.

So Smith, like *Le Devoir*, builds his case that professors neglect teaching by himself neglecting relevant facts.

Smith's other point is that whatever teaching we do, we are not doing it terribly well. "Teaching is seriously undervalued at Canadian universities," he states in his report, "and nothing less than a total re-commitment to it is required." The university presidents agree: remedies are needed. As they say in their response to the Smith report, "university teaching today demands serious attention, particularly in the areas of pedagogical training of university teachers, assessment of teaching performance, and use of information technology."

However, as R.J. Baker, former president of the University of Prince Edward Island, has pointed out, Smith's own research indicates otherwise.

This research is not included or mentioned in the main body of Smith's report, but is contained in the Commission's Research Report #6, *Telephone Survey of Arts and Science Undergraduates*.

ates on their *University Experience*.

The question was asked of students in the survey: Overall, how satisfied are you with the teaching you have had at your university?

Of the first and second year students, 0.8 per cent (sic!) were Very Dissatisfied and 2.8 per cent were Dissatisfied. At small universities, for all four years, no students were Very Dissatisfied and only 1.3 per cent were Dissatisfied.

These results are confirmed by the *Maclean's/Decima* poll of 500 university students across Canada (*Maclean's*, Nov. 9, 1992), in which fully 83 per cent received as good or excellent.

Smith didn't mention his survey results in his report. His own research policy thus seems to include the maxim that if the research doesn't fit your preconceived thesis, then ignore it!

The Research Report #6 also describes a small study in which commission staff interviewed "twelve randomly selected, full-time, first or second year Arts and Science undergraduates..." at the University of Toronto and twelve at Trent University. The result was that "virtually all students at both universities declared themselves to be satisfied" while "nine Trent students and one Toronto student chose the category very satisfied." Smith does quote this result in the main body of his report, but then dismisses it with the remark that "Self-

continued on page 8

Les recteurs d'université à la remorque de recherches minables

C'est ce que prétend M. Stuart Smith, auteur du rapport de la Commission d'enquête sur l'enseignement universitaire au Canada, dont il a été le seul membre.

D'autres ont fait chorus. *Le Devoir* clamait à la une que les professeurs d'université «passent seulement 27 p. 100 de leur temps à enseigner». Quant aux recteurs, représentés par l'Association des universités et collèges du Canada (AUCC), commanditaire du rapport, ils ont convenu que trop d'enseignement est de piètre qualité et que des mesures plus vigoureuses s'imposent pour punir les enseignants mal notés.

Dans un éditorial, le *Citizen* d'Ottawa a conclu que «les universités devraient pas recevoir d'augmentations de fonds avant d'avoir commencé à mettre de l'ordre chez elles.»

Il serait malencontreux pour les universités, comme pour leurs étudiants, si le conseil du *Citizen* était suivi, car les faits se révèlent fort différents. M. Stuart Smith n'apporte aucune preuve à ses affirmations et, lorsqu'il en fournit, elles les contredisent directement. Les recteurs, comme à leur habitude, semblent déterminés à projeter l'image d'hommes durs, machos, et à blâmer les professeurs au lieu de se mettre sérieusement au travail pour régler les problèmes.

Les remarques du *Devoir* étaient tirées d'une étude récente sur les professeurs au Québec, qui ne passent que 27 p. 100 de leur temps à enseigner en comparaison de 30.8 p. 100 du temps consacré à la recherche. Pas de doute : les étudiants sont floués et on fait trop de recherche.

Ce n'est que plus loin qu'on découvre que les professeurs passent également 15 p. 100 de leur temps «à diriger la recherche d'étudiants.» Or, d'évidence «diriger les travaux de recherche d'étudiants» c'est aussi enseigner. Cela signifie que les professeurs du Québec passent en réalité $27 + 15 = 42$ p. 100 de leur temps à enseigner, soit 10 p. 100 ou plus qu'à faire de la recherche! Les étudiants ne sont donc pas floués après tout. Évidemment, parce que l'enseignement se calcule en heures passées en classe; mais l'enseignement universitaire comprend aussi tout ce qui se dispense au niveau des cycles supérieurs, notamment la supervision des travaux de laboratoire et de rédaction des mémoires et thèses.

L'autre point que M. Smith soulève est celui de la qualité de l'enseignement qui, selon lui, n'est pas très bonne. Les recteurs abondent dans le même sens. Selon eux il faut trouver des remèdes. Or, comme le note M. R.J. Baker, ancien recteur de l'université de l'Île du Prince-Édouard, la recherche même de M. Smith indique le contraire. Le fruit de ces recherches

n'est pas mentionné dans le Rapport, mais il est contenu dans le Rapport de recherche no 8 de la Commission intitulé : *Telephone Survey of Arts and Science Undergraduates on their university Experience*.

Parmi les réponses obtenues d'étudiants de première et de deuxième année du premier cycle, 0.8 p. 100 [sic!] se sont dits Très insatisfaits et 1.3 p. 100 seulement étaient Insatisfaits. Résultats confirmés par le sondage *Maclean's/Decima* auprès de 500 étudiants d'université partout au Canada : 83 p. 100 ont déclaré avoir trouvé l'enseignement reçu Bon ou Excellent. En somme, M. Smith semble avoir pour maxime : Si la recherche ne confirme pas les idées préconçues, il ne faut pas en tenir compte.

Le rapport de recherche no 6 décrit également un petit sondage pour lequel la commission a rencontré «douze étudiants de premier cycle de première et de deuxième année des facultés des Arts et des Sciences [...]» à l'université de Toronto et douze à l'université Trent. Résultats : «A peu près tous les étudiants interrogés ont déclaré être satisfaits» tandis que «neuf étudiants de Trent et de l'Université ont choisi la catégorie Très satisfait.» Smith cite ces résultats dans son Rapport mais les rejette disant : «Un processus d'auto-sélection joue [...] Ainsi, en matière de recherche, M. Smith semble également avoir une maxime : Si la recherche ne confirme pas ses idées préconçues, on peut toujours la justifier.

Il peut être tout à fait possible que les étudiants reçoivent une éducation épouvantable sans le savoir. Quoiqu'ils en pensent, peut-être devraient-ils être aussi insatisfaits que Smith semble déterminé à le clamer. Si son rapport avait permis de mesurer le degré de connaissances des étudiants, nous pourrions vérifier le bien-fondé de cette affirmation. Or, ce n'était pas possible.

Le Rapport de M. Stuart Smith ne contient donc aucune preuve que l'enseignement est de piètre qualité dans les universités canadiennes et, en fait, sa propre recherche découvre une réalité très différente. La hâche des recteurs a été d'accord avec lui montre que, comme les rédacteurs du *Citizen* d'Ottawa, ils ne se sont pas demandé si les affirmations pourraient être confirmées par un examen raisonnable.

Et que dire de leurs propres responsabilités. «Ils peuvent se faire aider», disent-ils, de tous ceux qui désirent améliorer leur compétence pédagogique. Et ils en rajoutent : «Malheureusement, c'est souvent les enseignants déjà convaincus qui profitent de ce service, plutôt que les profs dont les compétences pédagogiques et le rendement devraient être améliorés.» Sans preuve, on ne peut pas conclure

que les mauvais enseignants évitent de se faire aider. Et même s'il était vrai qu'ils n'exploitent pas les services qui leurs sont offerts, la conclusion correcte ne serait-elle pas que ce sont les recteurs qui offrent des types de services inadaptés?

À la vérité, toutefois, la plupart des grandes universités sont dotées d'amples bureaucraties qui soutiennent la recherche. Beaucoup parmi elles ont un vice-président à la recherche. Par contraste, le service de perfectionnement de l'enseignement est dirigé à temps partiel par un membre du personnel enseignant qui obtient quelques services d'une secrétaire, quelques sous d'aide et la collaboration d'une ou deux personnes ayant pour fonction d'offrir du soutien à l'enseignement à tous les professeurs de l'université. La plupart des universités n'ont pas de documents en bibliothèque consacrés à l'enseignement et au perfectionnement des techniques d'enseignement.

Avant de blâmer les professeurs, toutefois, les recteurs devraient faire le ménage dans leurs propres affaires. Et parmi leurs administrateurs. Les associations de professeurs et l'ACPU ont affirmé depuis de années que l'enseignement et la recherche devraient peser d'un poids égal dans les décisions relatives à l'engagement, à la permanence et à la promotion.

Si les recteurs proposent d'imposer une formation pédagogique aux profs mal notés, ils ne précisent pas quelles sont les normes acceptables. Or, la moitié d'entre nous serons toujours moins bons que la moyenne, si on se fie aux statistiques. Améliorer la compétence pédagogique ne serait pas mauvais, si le service était réellement disponible. L'ACPU préconise depuis des années qu'il faut susciter dans les universités l'émergence d'une culture où l'enseignement n'est pas bloqué par les professeurs, mais par un manque de fonds permettant la mise au point de services de formation à l'enseignement convenables et par une résistance de la part des administrateurs qui voudraient orienter les universités vers la recherche intensive et qui ne sont pas disposés à voir autre chose que la recherche lorsqu'ils évaluent des candidats à engager, à la permanence ou à une promotion.

Ce ne sont pas les étudiants canadiens qui ont été floués. Ce sont les étudiants, les professeurs et les universités ensemble qui ont été floués par Stuart Smith et par les recteurs chargés de diriger ces universités.

(Résumé rédigé par Monique Landa, traductrice, ACPU)

Consortium lobbies federal gov't on PSE, R&D

Tim Stutt

Representatives of more than 30 scientific and educational societies converged on Ottawa during the week of Nov. 15 to call on the federal government



National consortium chairperson Bernard Philogène prepares for the briefing session for lobbyists.

Le président du Consortium national, professeur Bernard Philogène, se prépare à la session d'information des lobbyistes.

to adopt a more effective strategy for coordinating higher education and research in Canada.

"The absence of an effective plan for coordinating the partnership between post-secondary education and research and development in Canada has resulted in a faltering educational system which could soon be out of step with the research and development needs of the country in the 21st century," said Dr. Bernard Philogène, Chairperson of the National Consortium of Scientific and Educational Societies.

Forty university teachers, researchers and federal government scientists from across the country held over a hundred meetings with MPs and senior public servants to discuss recommendations essential for Canada's social and economic well-being.

"One of the prime purposes of the Consortium lobby must be to arrest the cuts in federal cash transfers for higher education," said CAUT Executive Director Donald Savage at a briefing session held for Consortium lobby-

ists.

The Consortium makes five key recommendations:

- ENSURE that federal government transfer payments for post-secondary education are used exclusively for that purpose by provincial governments;
- PROTECT the existing budgets of the federal granting councils, and augment them through new private sector partnerships supporting public sector research;
- FACILITATE and reward industry re-investment in extramural basic research in all disciplines, through tax credit mechanisms that encourage private sector contributions to Canadian universities and affiliated institutions;
- REVERSE the erosion of research and development activities conducted in federal government facilities; and
- CREATE a new representative scientific advisory body, with executive powers, to advise government on all matters scientific.

(Tim Stutt is a Government Relations Officer at CAUT.)



Calgary Conservative MP Barbara Sparrow meets with lobbyists J. Lee (left) and E.B. Waygood.

Barbara Sparrow, députée du Parti conservateur, rencontre J. Lee (à gauche) et E.B. Waygood, du groupe de lobby.



Flanked by Clément Gauthier (Science Policy Officer, Canadian Federation of Biological Societies) Sally Diehl (Researcher, Professional Institute of the Public Service of Canada) addresses the National Consortium Lobby participants.

Sally Diehl (chercheuse, Institut professionnel de la fonction publique du Canada), accompagnée de Clément Gauthier (responsable des politiques en matière de sciences, Fédération canadienne des sociétés de biologie) présente un exposé devant les participants au lobby du Consortium national.



(l to r): Liberal party postsecondary education spokesperson Ron Duhamel chats with national lobbyists P. Ritchie, R. Bonin and G. Drouin.

(g à d): Ron Duhamel, porte-parole du Parti libéral pour les questions d'enseignement postsecondaire, échange quelques mots avec P. Ritchie, R. Bonin et G. Drouin, du groupe national de lobby

Notice

Press conference at the Westin Hotel in Ottawa, Friday January 29 (11am -Saskatchewan Room) to release the report of the Independent Study Group on University Governance (ISGUG). Please contact CAUT for more information, (613) 237-6885.

Avis

Une conférence de presse a été convoquée à l'Hôtel Westin d'Ottawa le vendredi 29 janvier, (11h - salle Saskatchewan) à l'occasion de la publication du rapport du Groupe d'étude indépendant sur la direction des universités (GEIDU). Prière de communiquer avec l'ACPU, au (613) 237-6885 pour tout complément d'information.



New Democratic party science critic Howard McCurdy (left) shares a laugh with CAUT Executive Director Donald Savage during a lobby meeting.

Howard McCurdy (à gauche), critique du NPD pour les questions scientifiques, se détend avec Donald Savage, directeur général de l'ACPU, au cours d'une réunion pendant la campagne de lobbying.



J. Mark Langdon

PROVINCIAL ROUNDUP/SUR LA SCÈNE PROVINCIALE

Ontario reneges on its PSE funding commitments

Ontario Treasurer Floyd Laughren has told the province's universities he cannot meet his January 92 commitment to provide a two per cent funding increase for the 1993/94 and 1994/95 fiscal years. Announcements concerning the Ontario Student Assistance Program (OSAP) and tuition increases completed a gloomy day for post-secondary education in the province.

In his Nov. 26 statement, Laughren indicated that there would be no continuation of the one per cent set aside for transitional funding in 1992/93 for next year. There will be a two per cent restructuring fund in place for 1993/94 and the two per cent hike for 1994/95 will not take place. In October, Saul Ross, President of the Ontario Confederation of University Faculty Associations (OCUFA), reminded Laughren about his comment that the three-year funding announcement in January was provided "to help plan the reform and restructuring that must take place" and Ross added that the entire university community would "be irate if promises are broken."

Marion Perrin of OCUFA said that proposed funding increase in the second and third years (1993/95) of the three year plan (one per cent/two per cent/two per cent) is now gone. The funding base has been frozen for 1993/94 and the government has taken \$10 million from the General Grants Fund and put it in the Special Purpose Fund. Therefore, she said that 1993/94 base grants could be zero or as low as negative 0.5 per cent.

The two per cent for 1993/94 is through "one time" funds for restructuring. Fifty-six million dollars (or two per cent of the 1993/94 transfer payment) will be distributed to various universities for special projects. Perrin said: "I don't see this as a two per cent increase. It is not going into base. In January '92 we were told one per cent/two per cent/two per cent. We thought it was to base operating grants."

Rod Fraser, vice-principal of resources at Queen's University, said "in effect we're getting zero per cent" and added that the transition allocation "is in no way guaranteed" to any particular university. Perrin concluded that the transition fund was probably provided "because of all the pressure by unions."

Douglas Wright, president of University of Waterloo, said Laughren's decision was "a dishonourable act" which will weaken a system which has already been severely affected by restraint.

Student assistance restructured

Minister of Colleges and Universities Richard Allen announced that the OSAP will move to essentially a loans-only program and that tuition will increase by \$132 or seven per cent. Allen suggested the new OSAP system will help more students and that an additional \$130 million will be made available in loans. Loans will be limited to \$5,570 per student with any allocations above that amount being forgivable. Eleven million dollars in bursaries will remain for those with special needs.

Additionally, through a pilot

project, a few students can borrow up to \$2,500 and repay it at a rate that depends on their post-university income. This plan was instituted at the behest of a new student association, the Ontario Undergraduate Student Alliance (OUSA), which represents five universities.

In explaining the change, Allen said that he considered three options concerning student assistance. These were to help fewer students, to reduce the amount of funds to each student or to help the most students possible by replacing grants with loans.

Perrin agreed that the government was in a difficult predicament as demands on the assistance system have increased by 66 per cent in the last two years. However, she noted that the \$130 million increase in loans is simply a movement of money from grants. Perrin said that the income contingent loan repayment scheme is a tentative step in the wrong direction: "People will be paying for the rest of their life. Publicly funded institutions should be publicly funded. We don't have user fees in hospitals, why should we have them in universities? We (taxpayers) are paying for everyone. They (OUSA) are advocating user fees."

On Oct. 14, 1992, representatives of the Canadian Union of Educational Workers, the Canadian Union of Public Employees, the Confederation of Ontario University Staff Associations, OCUFA, the Ontario Federation of Labour, the Ontario Federation of Students and the Ontario Public Service Employees Union

urged the government in a joint letter not to increase tuition or to phase out OSAP grants. The letter said that these plans "would add new and potentially insurmountable barriers to post-secondary education for all but the privileged."

OUFA attacked the tuition hike. They had previously welcomed a suggestion by the Council of Ontario Universities that students should accept up to a 30 per cent tuition hike over the next three years, provided that government matches these contributions.

Ken Craft, president of the Ontario Federation of Students, compared the elimination of grants with the premier's announcement of capital funding for the faculty of management at the University of Toronto: "I'm a bit concerned about the premier's priorities when he decides he wants to put \$17 million into a building after cutting OSAP grants the day before. Essentially there are going to be no students to go into the building. I think the priorities are backwards."

Memorial Raises Entrance Standards

The senate at Memorial University recently approved an increase in entrance standards from 60 per cent to 65 per cent in the fall of 1993 and to 70 per cent in the fall of 1994. Several months ago, the Wilson Report indicated a very poor graduation rate among marginally qualified students.

Art Sullivan, professor of psychology at Memorial, protested the decision. He said that raising entrance standards could discriminate against students

from poor families and also wondered where the 600 to 700 students who would not be accepted under the new system could go, given overcrowding at the province's colleges.

Johnson Report Expected in January

Al Johnson's report on the university system in Saskatchewan is expected in late January, according to Arne Paus Jenssen, president of the Saskatchewan Association of University Teachers. Public hearings were held for three days in Saskatoon, four in Regina and one day in Prince Albert. Paus Jenssen noted that concerns were raised that groups were given only three weeks to submit briefs to the task force. CAUT made an appearance before the task force at the request of the faculty associations in Saskatchewan.

Mandatory retirement in Ontario

On Dec. 8 OCUFA presented a brief to the Administration of Justice Committee of the Ontario legislature in support of a private member's bill to abolish mandatory retirement. Dr. Donald Savage, Executive Director of CAUT, was part of the OCUFA delegation and spoke in support of the bill. The bill was introduced by Mr. David Winninger, the NDP member for London South. Copies of the bill may be secured from OCUFA or from CAUT.

(*J. Mark Langdon is a Ph.D. candidate and instructor in the Department of Political Studies at Queen's University.*)

University presidents

continued from page 6
selection occurs...."

So Smith's research policy seems also to include the maxim that if the research doesn't fit your preconceived thesis, then explain it away. This is the person who, when head of the Science Council of Canada, recommended science policy to the nation!

It is of course entirely possible that the students are getting a terrible education even though they don't know it. Perhaps, in spite of what the students think, they ought to be as dissatisfied as Smith is determined to claim. If Smith's report had provided any tests measuring student learning we would be able to test that claim. Alas, it provides no such measure.

Stuart Smith's report thus provides no evidence that teaching is poor in Canadian universities, and in fact his own research, such as it is, tells a very different story.

The haste of the university presidents to agree with Smith shows that they, like the editors of the *Ottawa Citizen*, have not asked whether Smith's claims could stand the scrutiny of reason.

They have also ignored their own responsibility. "Help is available," they say, "to those who choose to improve their pedagogical skills." They have done their job as employers. It is the faculty who have failed, the poor teachers. For, they go on, "Unfortunately it is often the already-committed teachers who take advantage of this service, rather than faculty members whose teaching skills and performance need to be improved."

But first, no matter how good a teacher one is, no doubt one could still do a better job. So why shouldn't better teachers go to teaching improvement services?

Second, the presidents have no evidence that less adequate teachers avoid obtaining help when it is available. In the absence of evidence, one simply can't conclude that poor teachers are avoiding help. Moreover, even if it is true that they are not using available services, the correct conclusion might well be, not that professors avoid help, but that the presidents ought to get their own houses in order.

And their own administrators. Faculty associations and CAUT have been arguing for years that teaching and research ought to have equal weight in hiring, tenure and promotion decisions. Too often administrators make it

course, that everything is being done — "Help is available." The truth, unfortunately, is otherwise. Most large universities have large bureaucracies that support research. Many have a vice-president for research. In contrast, the teaching development service is run on a part-time basis by a faculty member who has part of a secretary, a smidgen of money (compared to the vice-president for research), and a couple of people whose job it is to provide support for teaching for all the faculty in the university. Most universities have no collection in their libraries devoted to teaching and teaching development at the university level.

Help may be available, but it is minuscule compared to what is available to help faculty secure research grants. Before they blame faculty, the presidents ought to get their own houses in order.

And their own administrators. Faculty associations and CAUT have been arguing for years that teaching and research ought to have equal weight in hiring, tenure and promotion decisions. Too often administrators make it

difficult to include teaching. At the University of Toronto, when a colleague achieved promotion to full professor on the basis of excellence in teaching, the dean of arts and science immediately made the process more difficult by increasing from 30 to 100 the number of testimonials that chairs in such cases would have to solicit from former students.

Management skills are not the forte of university presidents, however. They propose that "Faculty whose teaching performance has been judged to be less than satisfactory should be required to follow pedagogical training."

"Required" — since a lot of us are no good, and won't go ourselves to the help that is available, the presidents will get on the job and whip us into shape by forcing us to get the help we need.

Unfortunately, the presidents don't say by what standard "satisfactoriness" is to be evaluated. 50 per cent of us will always be less than average, given the mathematics of averages. So 50 per cent will have to go to the service the presidents provide to help us

improve our teaching. That perhaps would not be a bad thing, if the service were in fact available, but it hardly requires the use of threats and force as the presidents seem to maintain.

In fact, what is needed is not a set of threats and punishments but rather what CAUT has long advocated, the development in universities of a culture in which teaching is genuinely valued. The development of such a culture is not blocked by faculty but by a lack of funds for adequate teaching development services and a resistance on the part of administrators who aspire to make their universities "research intensive" and are loath to count anything but research when they evaluate people for hiring, tenure and promotion.

It is not Canadian students who have been shortchanged. Rather students, professors and universities alike have been shortchanged by Stuart Smith and by the presidents who are supposed to be responsible for those universities.

(*Fred Wilson is Past President of CAUT*)

Librarians examine the three R's of their profession

Ruth Sheeran and Bob Moore
About 100 librarians and faculty from across Canada attended the CAUT conference entitled Academic Librarians: Perceptions and Realities held in Halifax from Nov. 26 to 28. Gwen Creelman, from Mt.



Librarians committee (l to r) / Membres du comité des bibliothécaires (g à d): Linda Winkler, Bob Moore, Ruth Sheeran, Margot Schenk, Jim Brett, Sandra Casey, Alan Andrews, Carmel Allain



Wrap-up session / Séance plénière finale



Ruth Leslie

Saying Goodbye to Ruth Leslie

The Librarians Committee is saddened by the sudden death of Ruth Leslie (Windsor) at the November Librarians' conference. We extend sincere condolences to her family and colleagues.

When I heard the news of Ruth Leslie's death, it took me some time to comprehend it. It was so much one of those things that just shouldn't happen. But even as I was getting over the shock, the thought that selfishly crossed my mind was "Oh, my god, how am I going to manage without Ruth Leslie?" Ruth was always there ready and willing to help and, like so many quiet people, we just took her for granted. I know I did. I thought she would always be there laughing and saying, "I've got a bunch of your criminology students over here going crazy on that last assignment, but I think I've got them all straightened out. Is there anything else I can do?" Or I'd get a phone message to call her and she would tell me about some obscure research that she had found that she thought might help me or one of my students.

I'd known Ruth for many years. Right from the beginning she attended all of the Status of Women meetings and events. She was always around doing what needed to be done, never getting any recognition but there for every meeting, every vote. Always there to stand up and be counted. We will all miss this quiet, thoughtful, generous woman. We will miss her good humour and persistence, but mostly

Allison, keynote address listed the three "R's" necessary to enable librarians to assume their rightful place in the academic community: responsibility, respect, recognition. Her keynote address encouraged librarians

to take more responsibility, which will lead to respect and recognition.

Dr. John Wilkinson, of the University of Toronto, encouraged librarians to take more responsibility for their own actions and to be less subservient to superiors. He also stressed the importance of research and the need for reflection and speculation.

Dr. William Birdsall proposed moving from the hierarchical Great Chain of Being model of university management to the collegial network model. Michelle Clairmont described her personal experiences as a student at the Technical University of Nova Scotia and suggested ways in which librarians could interact more with the university community.

Mary Williamson (York) and Karen Adams (CLA) discussed national lobbying issues and the ways in which librarians can exert influence over decision makers. Williamson stressed that one can make a difference by educating the decision makers and by raising the profile of librarians. Librarians must realize that lobbying is equally important on a local level.

Concurrent sessions dealt with librarians' interaction with their administrations and faculties. In Merging with Faculty, Doug Suarez (Brock) and Ruth Marks (OISE) told of their struggles to join with the faculty. In Margot Schenk's session participants discussed practical ways of gaining recognition.

Suggestions included being present at academic events, sitting at the negotiating table and getting actively involved in

the association. Carmel Allain (Moncton) and John McCallum (Wilfrid Laurier) discussed librarian participation in university and library governance through boards of governors, senates and library councils.

Friday afternoon's plenary session dealt with career paths for librarians. Joanne Kuhn (Waterloo) presented a four stage model of the librarian's career which includes apprentice, colleague, mentor and sponsor. Doug Vaisey (St. Mary's) questioned the career path models that have been set up in some institutions by senior librarians who are already advanced on the career ladder and questioned whether or not they are appropriate for younger librarians just entering the field.

Participants reacted by voicing the opinions that the administrative ladder is not the only option for career advancement. Job satisfaction does not always rely on monetary gains and career development in other directions is also rewarding.

Three concurrent sessions were held on Saturday morning. Ian Dew (Lakehead) led a practical session on contract language and clause writing. Marc Richard (McGill) discussed the question

of release time for research and stressed the importance of research as a normal part of a librarian's regular workload.

Linda Winkler's (Regina) presentation dealt with the problems of the "greying profession": how job satisfaction can be achieved when the majority of the professional staff are at the top of the ranks.

The final plenary session dealt with librarians' workload. Mildred Savoie (Ste-Anne) related her experiences in trying to gain some recognition for her position as chief librarian. Suzanne Sexty (Memorial) discussed workload allocation, duties and responsibilities of librarians in a certified association setting.

In the wrap-up Ruth Sheeran (Bishop's) gave an overview of the conference and discussed the themes which had emerged over the three days.

Participants all seemed to agree that it was a very successful conference with many people sharing experiences and discussing issues of interest and importance to academics. Plans are already underway for the next conference, entitled Recognition — Reconnaissance, which is to be held in Vancouver in November of 1994.



Keynote Speaker / Conférencière d'honneur
Gwen Creelman
(Mount Allison)



Closing remarks / Allocution de clôture
Ruth Sheeran (Bishop's)

Conférence des bibliothécaires — Compte rendu

Venus des quatre coins du Canada à Halifax, une centaine de bibliothécaires et de professeurs ont participé à la conférence organisée par l'ACPU sous le thème «Les bibliothécaires d'université : Perceptions et réalités», du 26 au 28 novembre dernier.

L'allocution d'ouverture a donné le ton de la rencontre en soulignant les trois «R» en tête des mots de la devise que les bibliothécaires doivent adopter pour assumer la place qui leur revient dans la communauté universitaire : Responsabilité, Respect, Reconnaissance.

S'articulant autour de ces mots d'ordre, les exposés des conférenciers et conférencières invités ont indiqué les axes que doivent emprunter les démarches qui mèneront à une participation pleine et fructueuse des bibliothécaires à la vie universitaire.

Tous les participants se sont entendus pour reconnaître que de nombreuses voies s'ouvrent pour mettre en valeur l'action des bibliothécaires dans les activités universitaires, de manière à ce qu'elles y trouvent des satisfactions autant professionnelles que personnelles.

Les rouages sont déjà en mouvement en vue d'organiser la prochaine rencontre, à Vancouver en novembre 1994, sous le thème «Recognition — Reconnaissance.»

My association with Ruth Leslie began in 1987 on the CAUT Librarians Committee. She demonstrated to all of us her amiability, capability and great capacity for work when she undertook to research and report on University retirement policies as they affected librarians. In the process she became an expert on the subject, and endeared herself to us all. I miss her.

(Eileen Goltz, Chair Public Services Dept., Library, Laurentian University.)

Ruth Leslie contributed admirably to the work of the CAUT Librarians Committee. Her survey on retirement options was well received by participants at the Committee's 1990 conference. She will be missed by her academic colleagues, especially those affected directly by her humour and friendly approach to difficult tasks.

(Alan Andrews, CAUT President)



NEWS FROM QUEBEC

Conseil details Quebec's educational goals for the year 2000

A voluminous report by the Conseil supérieur de l'éducation, Quebec's education watchdog, entitled *L'Enseignement supérieur: pour une entrée réussie dans le XXIe siècle*, (Higher Education: for a Successful Start in the 21st Century) deals primarily with higher education but also considers certain phenomena particular to high schools as well.

The position paper consists of three main sections. The first details societal demands vis à vis higher education and updates the goals for Quebec's education system. The second highlights educational objectives of a quantitative, qualitative and strategic nature which result from such goals. Finally, the study discusses ways of attaining these objectives, including sufficient financing for colleges and universities.

In the document, the Conseil analyzes university population figures according to several criteria and makes recommendations to rectify what it considers to be certain imbalances.

When figures from Quebec universities are compared to those from universities in the rest of Canada, Quebec is clearly behind. (15.9 per cent of Quebecers 15 years old or older have done university studies, versus 19.5 per cent of Ontarians and 19.1 per cent of Canadians from the rest of the country.)

In addition to disparities between Quebec and the rest of Canada, there is a considerable gap between the numbers of anglophone and francophone Quebecers who have attended university.

For every age group, in 1986, anglophones outnumbered francophones two to one in the category of university studies: 27.7 per cent of anglophones had attended university, versus 14.1 per cent of francophones. Even allophones, at 21.3 per cent, had more university education than francophones.

An imbalance also exists regarding the rate at which women and men participate in higher education (see News from Quebec, CAUT Bulletin April 1992 for an article on this subject) and concerning the education rate generally in different regions in the province.

Among the recommendations of the Conseil concerning access to university studies, it was proposed that the means taken to increase the appeal of research and higher education, particularly for francophone students, be consolidated.

Furthermore, the Conseil said that by the year 2000 the goal in Quebec should be for 25 per cent of Quebecers to have their bachelor's degree before the age of 30, and for five per cent of the population to have a master's degree, and one per cent a doctorate, regardless of their age.

In terms of teaching, the Conseil suggests that universities and colleges recognize that it is incumbent upon them, together with government to encourage from the moment of hiring, pedagogical and didactic training for all candidates who wish to devote themselves to teaching in post-secondary education.

The Conférence des recteurs et des principaux des universités du Québec (CRÉPUQ) and the Fédération québécoise des professeurs et professeurs d'université (FQPPU) applaud this recommendation. In an interview, Jacques Bordreau, CRÉPUQ's director-general, judged the idea as "very, very positive," adding that many universities already offer courses in teaching skills once a teacher is hired.

Michel Campbell, FQPPU's president, says "It's very important to mention this ... because training is extremely important."

The Conseil des Universités on the 1992-1993 operating grants

According to the Conseil des Universités, university financing in Quebec leaves much to be desired. Despite the fact that tuition fees were unfrozen in 1990-1991, and that the government increased university funding between 1988-1989 and 1990-1991, resources per student have dropped by approximately \$600 over the last two years. This is due, in part, to the fact that the government cut the overall university budget by \$15.5 million in 1992-1993.

The Conseil says it is "at the very least, perplexed" concerning the nature of the changes to university financing over the last few years. In a document produced in 1988, it recommended to the government that university funding become stable and predictable. Instead, if financing is examined at the level of the EETC (Étudiant Équivalence Temps Complet/Full-Time Equivalency Student) it becomes apparent that government operating funds have declined in both relative and absolute terms.

At the same time, the level of base EETC spending and the real spending level permissible per EETC has also dropped. These "significant and unforeseen funding changes complicate sound planning relative to objectives, especially vis à vis balanced budgets," says the Conseil in its study.

Another element that affects base university financing is related to the fact that additional clientele in certain programs are fully subsidized by the government. The Conseil recommends that the minister of higher education and science create a specific budget for additional clientele.

Concerning the greying of university staff, the Conseil suggests that the minister and the universities come up with a formula which is specific to the university community and which can be used in all the universities.

(Susan Gray is a freelance journalist and translator who lives in Montreal.)

Nipissing becomes Canada's newest university

Nipissing University, located in North Bay, Ontario, has become the newest university in Canada. The Nipissing University Act, signed Nov. 19, 1992 by the Lieutenant Governor for the province of Ontario, gives the institution the right to grant baccalaureate degrees.

Nipissing was founded in 1967 as an affiliate of Laurentian University in Sudbury, and currently offers degrees in arts, science, business and education.

Over a calendar year, Nipissing's full and part-time enrolment is close to 4,000 students. The Nipissing Faculty Association is a member of CAUT.

NOUVELLES BRÈVES DU QUÉBEC

Le Conseil établit les objectifs pour l'an 2000

Susan Gray

Un rapport volumineux du Conseil supérieur de l'éducation, le chien de garde de l'enseignement au Québec, intitulé *L'Enseignement supérieur: pour une entrée réussie dans le XXIe siècle*, traite principalement d'éducation supérieure, mais considère aussi plusieurs phénomènes reliés à l'enseignement secondaire.

L'exposé de position comprend trois parties majeures. La première fait état des demandes sociales formulées à l'intention de l'enseignement supérieur et réactualise les finalités à viser dans le système d'éducation québécois. La deuxième souligne les objectifs éducatifs reliés aux finalités mentionnées, et les objectifs quantitatifs, qualitatifs et stratégiques. Enfin, l'étude parle des moyens à déployer pour atteindre ces objectifs, incluant un financement adéquat des collèges et des universités.

Dans le document, le Conseil analyse la fréquentation des établissements universitaires selon plusieurs critères et fait des recommandations pour redresser ce qu'il considère comme certains déséquilibres.

Quant à la fréquentation des établissements universitaires au Québec, en comparaison du reste du Canada, la population québécoise est manifestement en retard. (15.9 p. 100 des Québécois âgés de 15 ans et plus ont fait des études universitaires, par comparaison à 19.5 p. 100 en Ontario et 19.1 p. 100 dans les autres provinces.)

Outre des disparités entre le Québec et le reste du Canada, il y a un écart marqué entre les anglophones et les francophones en matière de fréquentation universitaire.

Dans tous les groupes d'âge, en 1986, c'est dans une proportion deux fois plus élevée que les anglophones fréquentent l'université, soit 27.7 p. 100 par rapport à 14.1 p. 100. Les allophones, avec un taux de fréquentation de 21.3 p. 100, sont aussi plus scolarisés que les francophones.

Il existe aussi des décalages entre les taux de participation des femmes et des hommes (voir Nouvelles brèves, avril 1992, pour un article à ce sujet) et entre les différentes régions du Québec.

Parmi les recommandations du Conseil en matière d'accès aux études universitaires, il est proposé de consolider les interventions afin de stimuler l'attrait pour la recherche et les études avancées, particulièrement auprès des étudiantes et étudiants francophones.

De plus, le Conseil recommande que, d'ici l'an 2000, on vise qu'au moins 25 p. 100 de la population québécoise ait un baccalaureat avant l'âge de 30 ans et que 5 p. 100 obtiennent une maîtrise et 1 p. 100, un doctorat, peu importe l'âge.

Quant à l'enseignement proprement dit, il est suggéré que les établissements d'enseignement supérieur reconnaissent que c'est leur responsabilité, avec l'appui du ministère de l'Enseignement supérieur et de la Science, d'inciter des l'engagement, pour tout candidat ou candidate qui veut faire carrière dans l'enseignement supérieur à obtenir une formation didactique et pédagogique concomitante à sa pratique professionnelle.

La Conférence des recteurs et des principaux des universités du Québec (CRÉPUQ), ainsi que la Fédération québécoise des professeurs et professeurs d'université (FQPPU) applaudissent cette dernière recommandation. En entrevue, Jacques Bordreau, directeur-général de la CRÉPUQ, estimait que l'idée était "très, très positive," ajoutant que plusieurs universités donnent déjà des cours de pédagogie dès l'entrée en fonctions. Michel Campbell, le président de la FQPPU, pense que "C'est très important de le mentionner ... car il est très important de se donner une formation."

Le Conseil des Universités et les subventions de fonctionnement — 1992-1993

Selon le Conseil des universités, le financement universitaire au Québec laisse beaucoup à désirer. Même si on a débloqué les frais de scolarité en 1990-1991, et même si le gouvernement a consenti des sommes additionnelles au financement universitaire entre 1988-1989 et 1990-1991, les ressources par étudiant ont diminué de quelque 600 \$ au cours des deux dernières années. Ce fait est dû en partie à ce qu'on a assisté à une compression de 15,5 millions de dollars pour l'année 1992-1993.

Le Conseil dit se sentir "pour le moins perplexe" face au sens des modifications apportées au financement universitaire des dernières années. Dans un document produit en 1988, le Conseil recommandait au gouvernement que le financement universitaire se fasse d'une manière stable et prévisible. Or, au contraire, si on regarde le financement en termes de EETC, (Étudiant Équivalence Temps Complet) on voit que les subventions du gouvernement au titre du fonctionnement ont diminué en termes relatifs et absolus.

En même temps, le niveau des dépenses de base par EETC a subi une baisse et le maintien du niveau réel des dépenses admissibles par EETC a diminué. Ces "variations importantes et imprévues des ressources rendent difficile une saine planification eu égard à des objectifs, notamment, d'équilibre budgétaire," dit le Conseil.

Un autre élément qui affecte la base de financement des universités tient au fait que les clientèles additionnelles de certains programmes sont financées à 100 p. 100 par le gouvernement. Le Conseil recommande que la Ministre procède à la création d'une enveloppe spécifique pour ces clientèles additionnelles.

Concernant le vieillissement du personnel, le Conseil recommande à la Ministre de l'Enseignement supérieur et de la Science de concevoir avec les universités d'un mode de calcul approprié au milieu universitaire et qui puisse servir dans tous les établissements.

(Susan Gray est journaliste et traductrice pigiste qui vit à Montréal.)

L'université de Nipissing — dernière-née au Canada

Située à North Bay (Ontario), l'université de Nipissing est la dernière née des universités au Canada. La loi portant sur la création de l'université de Nipissing, signée le 19 novembre 1992 par le lieutenant-gouverneur de la province de l'Ontario, donne à l'établissement le droit de décerner des diplômes de baccalaureat.

La nouvelle université avait été fondée en 1967 par affiliation avec l'Université Laurentienne de Sudbury, et elle offre actuellement des programmes de premier cycle dans les arts, les sciences, les affaires et la formation des maîtres.

À cours d'une année scolaire, l'université de Nipissing accueille quelque 4 000 étudiants à temps complet et partiel; son association des professeurs est membre de l'ACPU.

TRIBUNE LIBRE / COMMENTARY

The tenuous state of part-time faculty

Joan Sherwood

We all know that tenure is the magic word for academic respectability, both financial and personal. Consequently, it follows that part-time/adjunct faculty are "disreputable."

Hired primarily to teach, they are paid considerably less than regular faculty and rights to pension and benefits vary from one university to the next. They may do research, and some serve on committees, concerned about having some input into the decision-making process. Others, however, feel so marginalized that they limit their university involvement to teaching.

Some actually believe that the lower the profile the more likely that they will keep their jobs. A sense of alienation is often heightened when there is no office space or telephone listing, and of course, in such cases students, colleagues and administrators find it hard to contact them.

These untenured positions are the subject of some concern at the moment. Statistics Canada has under advisement a survey which, for the first time, takes into account their numbers at Canadian universities. In addition, Professor Rajagopal of the department of social science and William Farr, vice-president of finance and administration at York University, have undertaken a survey of the situation of adjunct/part-time faculty at 27 Canadian universities. There has been a detailed study

done by the Conseil des universités de Québec.

When information is forthcoming from Statistics Canada, the Academic Freedom and Tenure Committee and the Status of Women Committee of the CAUT anticipate that they too will be reporting on this subject.

Why are academics in these positions the focus of such interest at the moment? One reason may be the difficulties associated with representation. In some universities part-time faculty have their own organizations but in others they are members of faculty associations.

In both cases there can be problems. Often independent organizations may lack clout with the administration. On the other hand those affiliated with tenured faculty may suffer from lack of support from their colleagues with permanent appointments.

Take for instance the issue of salaries. If the union or association negotiates a raise in salary that could mean the administration has less to pay part-time and sessionals who come from a different part of the budget allocation. If the pie has to be sliced and there is only so much to go around who gets the smallest piece — or none at all?

For the same reasons tenured faculty may feel uneasy in the presence of a group being paid less to do similar work. Is there a possibility that the administration might use this group in order to

weaken the bargaining position of regular faculty? Potential differences on this score need to be addressed.

When it comes to financial cutbacks it may make good economic sense to hire part-timers to teach courses for a fraction of the salary of tenured staff. From this standpoint the group could see its security and numbers increasing.

At some universities this has been the case. For instance at York more than half of the teaching is done by non-permanent faculty. They also have their own union and are fairly well paid.

On the other hand when cuts must occur these colleagues are the most vulnerable even though their accumulated years of service may be lengthy. Obviously fairness alone requires some mechanism to ensure a measure of security for part-time academics.

Adjuncts/part-time appointees often find it difficult to move from such positions into regular appointments even though their qualifications have been considered more than adequate to secure a series of re-appointments over long periods of time.

The Academic Freedom and Tenure Committee has dealt with a number of cases involving part-time people who after many years of teaching found themselves passed over when the position they have successfully filled for years became tenured.

Here too fairness is at issue. The argument for "new blood" (a

phrase which usually means "younger blood") is used to justify the marginalization of part-time faculty. In these circumstances it is a form of discrimination on the basis of age.

Are adjunct/part-time faculty victims of gender discrimination? This is a question of particular concern to the Committee on the Status of Women. In fact, when one looks at the overall proportion of part-time appointees it appears that they are not exclusively, nor even in a majority of cases, women. This is because many are lawyers, doctors, bureaucrats or businesspeople who drop in to teach a course.

But if one looks at individuals who do part-time academic work as their principal source of income and have done so over a long period of time the perspective changes. Here women predominate. For geographic or family reasons or because tenure track positions were in short supply, women have taken these positions and they then continue to hold them.

A choice seen by the woman as short-term in the beginning has turned into a career. In fact, given the realities of the market-place where the male partner often has a better paying position, it may have made good economic sense for some women to work as part-time while raising a family or waiting for opportunities to improve. As a result, among the "career adjuncts" women make up by far

the largest numbers.

To sum up, it is clear that part-time faculty are at best disadvantaged — at worst, exploited. It is in the interest of all academics to see that part-time faculty are treated with fairness and consideration. Pitting one group against another undermines the strength of the whole.

It is therefore to the advantage of the university community, whether students, administration, or faculty, that its members in any category attempt to work harmoniously together.

In the case of adjuncts/part-time appointees it may mean that those tenured faculty who are de facto in a stronger position have an obligation to recognize, appreciate and take some responsibility for their more vulnerable colleagues. Certainly the ability of such faculty to achieve even a small measure of recognition for the contribution they are making is increasingly threatened.

Ironically, cut-backs that undermine the excellence of teaching are being accepted with considerable equanimity by a government that has expressed its concern with teaching quality, and by an academic constituency that seems willing to allow the untenured to flounder in a way that should be unacceptable to those with a concern for natural justice.

(Joan Sherwood is an Adjunct Associate Professor in the Department of History at Queen's University, Kingston, Ontario.)

Le rapport de la commission

suite de la page 1

suspensions sont traités dans le cadre d'une procédure distincte. Une autre procédure encore permet de traiter les cas de sanction disciplinaire qui n'aboutissent pas au congédiement ou à la suspension. Un comité des griefs s'occupe des différends qui ne sont pas traités dans ces documents.

D'autres ententes traitent des différends relatifs aux bibliothécaires et aux directeurs de programmes du Centre d'éducation permanente. Des documents distincts comportent leur propre procédure de griefs, qu'il s'agisse d'inconduite en matière de travaux savants, de conflits d'intérêt et de harcèlement sexuel. Il y a encore d'autres domaines pour lesquels ni procédures, ni mécanismes d'appel existent.

À la suite de ces constatations, le rapport de la commission propose 35 améliorations à apporter aux structures en place à l'UBC. On y recommande instamment de simplifier l'enchevêtrement actuel de comités, de règlements et de procédures.

La commission recommande d'incorporer toutes les politiques relatives aux mesures disciplinaires visant le personnel enseignant dans une convention et que, au lieu de l'amas de procédures actuel, soit créée une procédure unifiée de traitement des griefs et d'arbitrage.

La commission est également d'avis que la création du poste de protecteur du citoyen, dont la compétence sera étendue aux universités de la province selon

l'annonce à cet effet en septembre 1992, tout en étant utile, ne constituera pas un substitut convenable à un système efficace et unifié de traitement des griefs et d'arbitrage étant donné que son titulaire n'aura qu'un rôle consultatif et non celui de rendre des décisions exécutoires.

La recommandation ultime de la commission, s'il devient impossible de négocier une réforme, proposée à l'association

Committee of Inquiry

continued from page 1

labyrinth of committees, rules and procedures. The committee is recommending that all policies involving disciplinary considerations for academic staff be incorporated within one agreement and that instead of the current maze of procedures, a unified grievance and arbitration procedure be created.

It is also the committee's view that the advent of the ombudsman whose jurisdiction will be extended to the province's universities as announced in Sept. 1992, while useful, will not provide an adequate substitute for an effective and unified system of grievance and arbitration as that office can only make recommendations, not binding decisions.

The committee's ultimate recommendation is that if it proves impossible to negotiate reform then the faculty association should certify and negotiate new procedures within a collective agreement.

Certification would guarantee members' rights of recourse to fair dispute-resolution mecha-

nisms and is a regime that has worked well in the many Canadian universities that have adopted it. Those who are opposed to collective bargaining maintain that reforms can be achieved through existing structures. The committee suggests that the effort to reform the UBC decision-making and appeal procedures will be a good test of whether this is true or not.

Armed with the Committee of Inquiry findings and recommendations the UBC Faculty Association has produced a brochure for its members outlining the contents of the committee's report. A copy of this brochure entitled "Fairness at UBC: Disputes and Their Resolution, Appeals and Their Fate" can be obtained by contacting the UBC Faculty Association, 1924 West Mall, Vancouver, BC V6T 1Z4 (604-822-3883).

By early 1993 the faculty association executive expects to have enough feedback from its members to enter into negotiation with the administration for the reform of dispute resolution mechanisms.

négociation collective soutiennent que les réformes peuvent être réalisées dans le cadre des structures existantes. La commission estime que l'effort nécessaire pour réformer les procédures préférées de prise de décision et d'appel constituent un bon test pour savoir si cela est vrai ou non.

Armée des constatations et des recommandations de la Commission d'enquête, l'association des professeurs de l'UBC a produit un dépliant destiné à ses membres donnant un survol du contenu du rapport de la Commission. Pour tout

renseignement sur ce dépliant intitulé «Fairness at UBC: Disputes and Their Resolution, Appeals and Their Fate», prière d'écrire à l'adresse suivante : UBC Faculty Association, 1924 West Mall, Vancouver, BC, V6T 1Z4 (604-822-3883).

D'ici le début de 1993, la direction de l'association des professeurs s'attend à recevoir assez de réactions de ses membres pour commencer des négociations avec l'administration en vue de réformer les mécanismes de résolution des différends.

National summit on information policy

by Bill Zwerman (CAFA) and Robert Moore (CAUT)

CAUT and CAFA representatives attended the National Summit on Information Policy in Ottawa December 6-8. Delegates and observers from industry, government, libraries and archives discussed diverse issues. They covered access, funding, training and innovative policies to promote participation in the development of Canada's new information technologies.

Debate focused upon universal access, privacy, costs and consistent, coherent policy initiatives to direct and support technological change and economic growth. Social, moral and ethical values were raised in conjunction with profit motives and gains. Education of information specialists and their roles in the collecting and dissemination of data for the knowledge and good of society were considered. The Honourable Perrin Beatty, Minister of Communication, held a press conference during the summit on privacy of cellular telephone conversations and other related legal questions.

Participants await Dr. Stuart Smith's publication of the proceedings of the summit and the formation of various working groups to pursue suggestions made respecting further policy initiatives, including a Charter for Equal Access to Information. Summit concerns touch many matters associated with academic programs, staffing, distance education and research projects. All impinge upon seed grants and maintenance monies from both the private and public sectors. CAUT and CAFA will be pursuing these lobbying items over the next year.

CAUT BOOKSHELF / LE COIN DES LIVRES

Guide to MBA Schools in Canada

by Catherine Purcell
ECW Press, 1991

Unlike numerous university guides in the United States, there are very few available in Canada to inform potential students, parents and employers about the availability of programs of study, both at the undergraduate and the graduate levels.

Catherine Purcell's *Guide to MBA Schools in Canada* was the first Canadian attempt to provide information on the 26 (now 27) MBA programs in Canada in 1991.

The monograph with the sub-title, *The Strengths and Weaknesses of 26 Canadian MBA Programs*, describes each program as well as the metropolitan location and placement services available. It also consists of a helpful introductory section which deals with Ten Myths surrounding the MBA, Pitfalls of Admission, and Consider This When Choosing an MBA School.

Each management school provided substantial information on the characteristics of its program, based partly on an extensive questionnaire. A unique feature of the book profiles reactions of recent MBA students and graduates to their respective programs, and quotes extensively the responses of individual MBA students.

The description of the MBA programs, derived primarily from the information provided by the management schools themselves could be strengthened through editing to avoid the subjective nature of the institutional reports.

Wisely, no attempts have been made to rank the 26 MBA programs, since each one of them has a unique mission and frequently serves regional and/or provincial priorities.

The monograph concludes with summary information on topics such as: Major Trends, the Graduate Management Admission Test (GMAT), the addresses

of each program, as well as six summary charts and graphs and a map of Canada with the locations of the institutions providing the MBA programs.

A future edition might also include factual information on the number of MBAs granted during a 10-year period for each institution, as well as GMAT scores derived from the performance of Canadian universities (excluding French speaking institutions in Quebec, Moncton and the two bilingual programs in Ontario), and the proportion of international students.

Another feature of considerable interest to readers would be information on the work experience and salary levels of MBA graduates compared to masters degree graduates in other disciplines in recent years by institution/program.

Since many more executive MBA programs have recently developed, a special section of the new edition might be devoted to the issues of these eight programs.

This 225-page guide is informative, practical and useful. A second edition which takes into account some of the changes recommended by the institutions and the user will be forthcoming early in 1993. The new format will further highlight the qualitative nature of the school by adding an additional section describing the character of each school.

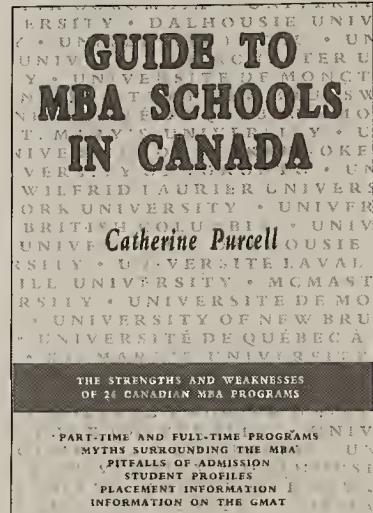
Any guide ought to be a supplement to (rather than a substitute for), visits to institutions and/or the gathering of information directly from universities and friends as another source of the relative merits of MBA programs.

As a marketing tool, the 27 MBA programs might use this guide for promotion of management education in Canada to attract new potential students.

Guide to MBA Schools in Canada is part of a series of guide books on professional schools in Canada. *Guide*

to Law Schools in Canada is the second book in this series which has recently been released by ECU Press in Toronto, and is also prepared by Catherine Purcell.

(Review by Max von Zur-Muehlen, adjunct professor, Faculty of Administration, University of Ottawa)



Chairing the Academic Department: Leadership Among Peers

Edited by Allan Tucker
Macmillan, New York, (566 pp.)

In the 1980s, I ran a series of workshops for department chairs based on a pre-publication, Canadian version of the first edition of this book. Some 500 chairs (and visitors from the CAUT, the AUCC, etc.) attended from all but two of the universities then in the AUCC. The responses on evaluation forms completed at the end of each session and for an outside evaluator were very favourable, although some people wanted more Canadian examples, and some suggested subjects that could be expanded, and some new topics.

Each chapter finishes with a set of questions and a bibliography. A Canadian audience will want more Canadian examples and references, but unfortunately, we still have very little published on the subjects dealt with. Some Canadians, moreover, will regret the lack of virtually any references from, for example, Britain, France and Australia, all of which have publications on many of the topics. That being said, however, it must also be added that most of our practices are much closer to those of the U.S. than to those of other countries. A review of the topics and chapters gives a clear indication of the scope of this book.

The second edition added material, and this edition, the third, expands five topics: Full-time Faculty; Part-time Faculty and Graduate Teaching Assistants; Support Staff in the Department; Students; and Departmental Planning. It adds eight completely new chapters: Vital Signs of a Healthy Department; Affirmative Action: Finding, Hiring and Retaining Women and Minority Faculty; Improving the Quality

of College Teaching; Dealing with Deans and University Administrative Offices; Dealing with External Agencies; Evaluating the Department; Evaluating the Chair; and Getting the Position. Finding Satisfaction, Coping with Stress, and Moving to the Next Job.

The chapters carried over from the second edition are History and Development of Academic Departments, Roles, Functions, and Characteristics of Department Chairs, Power and Authority of a Chair, Leadership and Decision Making, The Chair's Role in Bringing About Change, Delegation and Department Committees, Workload Assignments and Reporting Faculty Activities, Faculty Evaluation, Performance Counselling and Dealing with Unsatisfactory Performance, Professional Growth and Faculty Development, Writing Departmental Missions, Goals and Objectives, Generating University and College Budgets, Funding the Department, Curriculum Management, Teaching Assignments and Effective Use of Faculty Time, Managing Conflict, Grievances and Faculty Unions, and Legal Implications of Being a Chair.

The original edition was intended to be used by groups of chairs from different departments and different universities, pooling their experiences and knowledge. The chapters were to be springboards. They made, and make, no claims to providing a set of right answers, although there is a clear preference for collegial structures. In the workshops I ran, as in the workshops in the U.S., time was set aside so that people could read the chapter to be discussed. (It was assumed that most chairs would not read the material

ahead of time and that it was better to allow time for reading than have retreats into anecdotes at best, and failing like unprepared students at worst!)

I still think that the original workshop format with chairs from different institutions would be the best use of this book, though I have attended successful workshops made up of chairs from one university. The workshops based on the first edition consisted of two four-day sessions some months apart. The third edition is so expanded that it would take at least four sessions to cover all the material, something clearly impossible for chairs. Consequently, workshops would have to choose which chapters to cover.

Individual chairs could well browse in the book and use it as a bibliographic guide to topics currently demanding attention. With the relatively rapid turnover of chairs nowadays and the increasingly complex situations in universities, this could well be the one book on leadership and management that chairs could afford to read rather than another book or journal in their disciplines. I believe that the department chair is the most important position in academic administration. Generally speaking, we do little or nothing to help chairs. Until we have enough published research to write a Canadian guide, this will be the best single guide we have.

(Review by R.J. Baker, President Emeritus, University of Prince Edward Island)

Success and Survival Strategies for Women Faculty Members

by Bernice Resnick Sandler
Association of American Colleges, 1992

Bernice Sandler is senior associate at the Center for Women Policy Studies (CWPS) in Washington D.C. As she describes it: "This paper focuses only on one strategy — how to help women change their behaviours in order to enhance their own career. It does not deal with the structure of the workplace or with the societal issues that make it difficult for women to participate actively and succeed in the workplace, although it does include some strategies for responding to differential treatment."

The best of strategies is not as exhaustive. The paper asks some unusual questions like: who are the powerful people in the department? What are the informal rules? Which behaviours are valued and which are not? She talks about networking and mentoring; negotiating; handling the discrimination, the sexual harassment and other sexual issues; personal presentation, self-confidence and modesty and relationships with students.

A short paper direct to the point, written by a very well respected feminist in the academic community.

(Paper reviewed by Mariette Blanchette, CAUT.)

No Place Like Home: Building Sustainable Communities

by Marcia Nezick

An alternate vision, critical and constructive, that challenges the conventional wisdom on social and economic development and provides a blueprint towards the goal of a healthy, ecologically sound community. Contemporary and thought-provoking. 254 pages

Price: \$30.00

Order from: **Lee Lotz**

CANADIAN COUNCIL ON SOCIAL DEVELOPMENT
55 PINEDALE, BOX 3505, STATION C
OTTAWA, ON K1Y 4G1

TEL: (613) 728 1865 FAX: (613) 728 9387

Thousands of Canadians are waiting for the gift of a life-saving transplant.
The Kidney Foundations of Canada urges you to sign an organ donor card.

non residents. Applications should be sent to: Dr. Lawrence L. Gaud, Head, Department of Accounting and Finance, University of Manitoba, Winnipeg, Manitoba, Canada, **MB** **2300**.

SIMON FRASER UNIVERSITY - The Faculty of Business Administration. Simon Fraser University invites applications for a **Professor of International Business Strategy**. The successful candidate will have established a primary research program in the areas of international strategy, preferably with a Pacific Rim focus. Candidates must have the ability to teach courses at both the undergraduate and graduate levels. A Ph.D. in hand or near completion is required. Start date: September 1993, or at a mutually agreed upon time, in the first instance, and in accordance with Canadian immigration requirements. An announcement is directed to Canadian citizens and Permanent Residents. Simon Fraser University is committed to the principle of equity in employment and offers equal opportunities to qualified applicants. All positions are subject to budgetary approval. Applications should include names of three referees for appointment Committees. Faculty of Business Administration, Simon Fraser University, Burnaby, BC, V5A 1S6, Canada.

SAINT MARY'S UNIVERSITY - Business Administration & Commerce. The Faculty of Business Administration at Saint Mary's University invites applications for tenured and limited term appointments in Accounting, limited term appointments in Finance, and limited term appointments in Marketing. Applications are invited for a **Professor of Finance**. The position is subject to budgetary approval. Applications should include names of three referees for appointment Committees. Faculty of Business Administration, Saint Mary's University, Halifax, NS, B3H 3C3. Fax: (902) 420-5455. Closing date: February 1, 1993.

CLASSICS
UNIVERSITY OF SASKATCHEWAN - Applications are invited for a tenure-track position in Classics at the Assistant Professor level, the appointment to date not to exceed 1993-94. Candidates should possess a strong academic background and a general research record. The successful candidate is expected to teach at both the undergraduate and graduate levels and to develop an active program of independent research. Other areas of interest and research will be given to candidates specializing in organic or bioorganic chemistry. The position is of **Salaries and **Benefits** are offered. Applications should be sent as soon as possible to Dr. Paul D. Dixon, Acting Dean of Commerce, Saint Mary's University, Halifax, NS, B3H 3C3. Fax: (902) 420-5455. Closing date: February 1, 1993.**

CHEMISTRY
THE UNIVERSITY OF SASKATCHEWAN - The Department of Chemistry invites outstanding candidates to apply for a tenure-track faculty position in chemistry or an Associate Professor level, effective as of July 1, 1993. Candidates should possess a strong academic background and a general research record. The successful candidate is expected to teach at both the undergraduate and graduate levels and to develop an active program of independent research. Other areas of interest and research will be given to candidates specializing in organic or bioorganic chemistry. The position is of **Salaries and **Benefits** are offered. Applications should be sent as soon as possible to Dr. R.D. Cook, Daan of Natural Sciences and**

and **specifications** of the position are as follows: **Ph.D.** preferred, **curriculum vitae**, and **three letters of reference**.

UNIVERSITY OF SASKATCHEWAN - Applications are invited for a tenure-track position in Classics at the Assistant Professor level, the appointment to date not to exceed 1993-94. Candidates are encouraged to apply, but they are not eligible for appointment until a Canadian citizen or permanent resident is appointed and no appointment is made to a non-Canadian citizen. The position is subject to budgetary authorization. The presence of a strong, cooperative educational program allows students to experience a variety of teaching methods. Experience with natural products isolation would be an asset. The successful candidate will be responsible for teaching the following areas: Classical Civilization with an interest in developing interdisciplinary approaches that will draw on related programs in historical studies and geography. Duties will include research in Classics and teaching in undergraduate programs in Classical and Classical Studies. **Ph.D. preferred or near completion. Please send later of application, **curriculum vitae**, and the names of three referees to Dr. N. McCloskey, Department of Classics, University of Saskatchewan, Saskatoon, Saskatchewan, S7N 5E2. This position is of **Salaries** and **Benefits** are offered. The successful candidate is committed to the principles of **Employment Equity**: women candidates, candidates from visible minorities, and candidates from other minority groups are especially encouraged to apply. In accordance with Canadian immigration requirements, this position is subject to the first instance to Canadian citizens and permanent residents of Canada. The position is subject to budgetary approval.**

COMMUNICATION
SIMON FRASER UNIVERSITY - The Department of Communication within

Mathematics. Bishop's University, **Montreal, Quebec, H2C 2W5**, (514) 398-6229, 6333, 622-9561. Applications will be considered as long as the position is open. In accordance with Canadian Immigration requirements this advertisement is directed in the first instance to Canadian citizens and permanent residents of Canada.

CHILD STUDIES

BRICK UNIVERSITY - The Child Studies Program of Brock University, one of the most successful programs in the Faculty of Social Sciences, invites inquiries for a probationary faculty appointment. (In addition to the one already mentioned, the University has one position available in the area of Early Childhood Education, starting September 1, 1993.) The successful candidate will have a background in child development, research interests in one or more of the areas of developmental psychology, cognitive development, clinical psychology, and assessment. Experience in program planning and evaluation would be an asset. **Ph.D. preferred, or near completion, **curriculum vitae**, and **three letters of reference** sent to Dr. Zopito Manni, Director of Research, Brock University, St. Catharines, Ontario, L2S 3A1. In accordance with Canadian immigration requirements, this advertisement is directed to Canadian citizens and permanent residents of Canada.**

UNIVERSITY OF ALBERTA - Synthetic Chemistry. Research Associate. Applications are invited for appointment as Research Associate. The successful candidate will have a Ph.D. in synthetic organic chemistry and a minimum of two years of experience in natural products synthesis and/or organic reaction mechanism and radical methods. Experience with natural products isolation would be an asset. The position is for 27.000 hours subject to continuing evaluation. Applications are invited from Canadian citizens and permanent residents. The University is committed to a positive action policy aimed at creating gender imbalances among its faculty. Applications to Brock University are subject to budgetary approval.

UNIVERSITY OF SASKATCHEWAN - Applications are invited for a tenure-track position in Classics at the Assistant Professor level, the appointment to date not to exceed 1993-94. Candidates are encouraged to apply, but they are not eligible for appointment until a Canadian citizen or permanent resident is appointed and no appointment is made to a non-Canadian citizen. The position is subject to budgetary authorization. The presence of a strong, cooperative educational program allows students to experience a variety of teaching methods. Experience with natural products isolation would be an asset. The successful candidate will be responsible for teaching the following areas: Classical Civilization with an interest in developing interdisciplinary approaches that will draw on related programs in historical studies and geography. Duties will include research in Classics and teaching in undergraduate programs in Classical and Classical Studies. **Ph.D. preferred or near completion. Please send later of application, **curriculum vitae**, and the names of three referees to Dr. N. McCloskey, Department of Classics, University of Saskatchewan, Saskatoon, Saskatchewan, S7N 5E2. This position is of **Salaries** and **Benefits** are offered. The successful candidate is committed to the principles of **Employment Equity**: women candidates, candidates from visible minorities, and candidates from other minority groups are especially encouraged to apply. In accordance with Canadian immigration requirements, this position is subject to the first instance to Canadian citizens and permanent residents of Canada. The position is subject to budgetary approval.**

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech. Areas that will be considered include multimedia, computer graphics, human-computer interaction, computer networks, software engineering, programming languages and other areas related to the media. The successful candidate will be required to teach at both the undergraduate and graduate levels and to maintain collaborative ties with industrial partners. As a subsidiary of BC Tel, MPR Tech will be involved in research related to communications, user interfaces, and system level design engineering. Duties include teaching, research, and supervision of graduate students. Current hardware support for research includes a Sun workstation consisting of a MPR M11/20, a Silicon Graphics 4D/340S computer, over 100 Sun Workstations, four terminal servers, two Sun 3/260 workstations, two Sun 3/260s and an SPS-2 64 PE Supercomputer. Current computer graphics facilities include a Silicon Graphics 4D/340 and two Sun workstations, a Data Glove, a head-mounted display, and a single frame video recorder. Well-supported library facilities include a large collection of operating systems, distributed operating systems, graphics, programming languages, robotics, software engineering, communications and the visual arts. The current salary range minimum is \$40,043 with the appointment level dependent on qualifications and experience. Send curriculum vitae, the names of three references and up to three reprints of copies of important publications to Dr. G. R. G. Williams, Department of Computer Science, University of British Columbia, 221-2025 Main Mall, Vancouver, BC, V6T 1Z2. Applications will be accepted until February 28, 1993. Please address all applications and queries to Dr. G. R. G. Williams, Department of Applied Sciences, Simon Fraser University, Burnaby, BC, V5A 1SA. Phone (604) 291-3826; FAX: (604) 291-5900.

COMPUTER SCIENCE

THE UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science at the University of British Columbia is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to teach in a industrial chair sponsored by MPR Tech.

UNIVERSITY OF BRITISH COLUMBIA - The Department of Computer Science is seeking a faculty member to

Mail, Room 2005, Vancouver, BC V6T 124, Canada; Tel.: (604) 822-6412; Fax: (604) 822-7005.

NUTRITION

ST. FRANCIS XAVIER UNIVERSITY - The Department of Nutrition and Consumer Studies at St. Francis Xavier University invites applications for a full-time tenure-track position in Foods and Human Nutrition. Applications for September 1, 1993, subject to budgetary approval. A Ph.D. in Human Nutrition or Food Science is preferred; candidates with Masters degrees will be considered. An undergraduate degree in foods and nutrition, dietetics, or related field and teaching experience will be given to applicants with evidence of teaching experience, a demonstrated ability to develop a nationally recognized research program, and experience in collaborative research. The responsibilities will be teaching undergraduate courses and laboratories and conducting research in areas of interest to foods and nutrition with a community application. Courses may include introductory foods, modeling and simulation in food processing, introductory human nutrition, and introduction to Nutrition and Consumer Studies. The advertisement is directed to Canadian citizens and permanent residents. Applications should be sent by Feb. 28, 1993 a curriculum vitae, official transcripts and names and addresses of three referees to: Dr. A. MacDonald, Chair, Department of Nutrition and Consumer Studies, P.O. Box 193, St. Francis Xavier University, Antigonish, Nova Scotia, B2G 1C0.

OCCUPATIONAL HEALTH

UNIVERSITY OF ALBERTA - The Occupational Health Program of the University of Alberta seeks candidates for a full-time faculty position at the assistant pro-

essor level to engage in teaching, research, and both clinical and consulting service. Salary base starting at \$40,035 per annum. It is expected that the individual will be the academic director of the occupational medicine research program and deputy head of the Program. Formal training and appropriate Canadian certification in the area of (FRCP) preferred in occupational medicine and evidence of excellence in patient care and practice for independent research, education, or consulting. In accordance with Canadian Immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. Reply by Jan. 31, 1993 to: Dr. J. Guidoni, Head, Occupational Health Program, Dept. of Health Sciences Administration, Faculty of Medicine, Faculty of Medicine, University of Alberta, 4402-13-103 Clinical Sciences Bldg., Edmonton, T6G 2G4, Alberta, Canada. The University of Alberta is committed to the principles of equity in employment. The University encourages applications from aboriginal persons, disabled persons, members of visible minorities and women.

major program in medical genetics. Salary support and academic appointment would be at a level commensurate with training and experience. The current salary range is \$40,035 to \$43,003. Academic positions are approximately \$40,035 to \$57,003 and \$49,423 to \$71,725 per annum. In accordance with Canadian Immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. To apply, follow a lead application to your research discipline curriculum vitae, the names of three referees by February 15, 1993 to: Dr. Ian MacDonald, Chair, Department of Medicine, University of Alberta, 2-129 Clinical Sciences Building, Edmonton, Alberta T6G 2G3. The University of Alberta is committed to the principles of equity in employment. The University encourages applications from aboriginal persons, disabled persons, members of visible minorities and women.

OPTOMETRY

UNIVERSITY OF WATERLOO - Full-Time Clinical Optometry Position in Optometry. Applications are invited for a full-time clinical faculty position in the School of Optometry. Applications are invited for a clinical license in Ontario. Salary is negotiable within a range commensurate with experience and qualifications. Preference will be given to applicants with a Royal Canadian Society (Specialty) qualification. General inquiries and/or letters of application with a curriculum vitae should be sent to Dr. A. P. Cullen, Director, School of Optometry, University of Waterloo, Waterloo, Ontario, Canada N2L 3G1. Consideration of applications will be given to Canadian citizens and permanent residents. This advertisement is directed to Canadian citizens and permanent residents. The University of Waterloo encourages applications from qualified women and men, members of visible minorities, native people, and persons with disabilities. This appointment is subject to the availability of funds.

PACIFIC & ASIAN STUDIES

UNIVERSITY OF VICTORIA - The

Department of Pacific and Asian Studies invites applications for a specialist on modern China for an eight month leave replacement position beginning September 1, 1993. The appointment will be at the rank of Associate Professor. The successful applicant will develop a competitive research program in one or more specialized areas of molecular genetics. There is a potential need for specialized areas of molecular diagnostics. Excellent research potential and teaching experience in one or more specialized areas of molecular genetics. The appointment is directed to Canadian citizens and permanent residents. The University of Victoria encourages applications from qualified women and men, members of visible minorities, native people, and persons with disabilities. This appointment is subject to the availability of funds.

PHILOSOPHY

UNIVERSITY OF TORONTO - The

Department of Philosophy, University of Toronto, invites applications for one-year contracts, starting September 1, 1993. Subject to budgetary approval, the rank of Assistant Professor, to begin July 1, 1993, subject to budgetary approval. Duties will include research and teaching in areas of specialization. Salary is negotiable within a range commensurate with experience and qualifications. Preference will be given to applicants with a Royal Canadian Society (Specialty) qualification. General inquiries and/or letters of application with a curriculum vitae should be sent to Dr. K.W. Fetterley, Department of Philosophy, University of Manitoba, Winnipeg, Manitoba, R3T 2N2, Telephone: (204) 474-8794, Fax: (204) 275-7509. Applications will be accepted until May 31, 1993 or until the position is filled.

PHYSIOLOGY & THERAPEUTICS

MCGILL UNIVERSITY - The Department of Pharmacology and Therapeutics is seeking candidates for a tenure track position in the area of pharmacology. The successful candidate will be a specialist on modern China for an eight month leave replacement position beginning September 1, 1993. The appointment will be at the rank of Associate Professor. The successful applicant will develop a competitive research program in one or more specialized areas of molecular genetics. There is a potential need for specialized areas of molecular diagnostics. Excellent research potential and teaching experience in one or more specialized areas of molecular genetics. The appointment is directed to Canadian citizens and permanent residents. The University of Victoria encourages applications from qualified women and men, members of visible minorities, native people, and persons with disabilities. This appointment is subject to the availability of funds.

PHARMACOLOGY & THERAPEUTICS

MCGILL UNIVERSITY - The Department of Pharmacology and Therapeutics is seeking candidates for a tenure track position in the area of pharmacology. The successful candidate will be a specialist on modern China for an eight month leave replacement position beginning September 1, 1993. The appointment will be at the rank of Associate Professor. The successful applicant will develop a competitive research program in one or more specialized areas of molecular genetics. There is a potential need for specialized areas of molecular diagnostics. Excellent research potential and teaching experience in one or more specialized areas of molecular genetics. The appointment is directed to Canadian citizens and permanent residents. The University of Victoria encourages applications from qualified women and men, members of visible minorities, native people, and persons with disabilities. This appointment is subject to the availability of funds.

PHYSICAL EDUCATION

WILFRID LAURIER UNIVERSITY - Physical Education. Applications are invited for a continuing position, subject to budgetary approval, in the area of Physical Education at Wilfrid Laurier University. Applicants should be able to teach in one or more of the following areas: Sport, Health, Organizational and Administrative Behaviour; Sport and the Arts; as well as practical experience in physical education. Preference will be given to applicants with a Ph.D. or equivalent and teaching experience. Salary will be according to faculty contract. Please submit resume and three references quoting Competition #93-500 by January 15, 1993. To: Personnel Services, Medicine Hat College, 299 College Drive S.E., Medicine Hat, Alta., T1A 3Y6.

PHYSICAL EDUCATION

UNIVERSITY OF ALBERTA - A position

available immediately in the area of Plant

Molecular Genetics at the University of

Alberta. This is an interdisciplinary pro-

gram involving plant biotechnology and

immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of Victoria is an employment equity employer. Salary will be according to faculty contract. Please submit resume and three references quoting Competition #93-500 by January 15, 1993. To: Personnel Services, Medicine Hat College, 299 College Drive S.E., Medicine Hat, Alta., T1A 3Y6.

PHYSICAL EDUCATION

UNIVERSITY OF ALBERTA - A position

available immediately in the area of Plant

Molecular Genetics at the University of

Alberta. This is an interdisciplinary pro-

gram involving plant biotechnology and

immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of Victoria is an employment equity employer. Salary will be according to faculty contract. Please submit resume and three references quoting Competition #93-500 by January 15, 1993. To: Personnel Services, Medicine Hat College, 299 College Drive S.E., Medicine Hat, Alta., T1A 3Y6.

PHYSICAL EDUCATION

UNIVERSITY OF ALBERTA - A position

available immediately in the area of Plant

Molecular Genetics at the University of

Alberta. This is an interdisciplinary pro-

gram involving plant biotechnology and

immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of Victoria is an employment equity employer. Salary will be according to faculty contract. Please submit resume and three references quoting Competition #93-500 by January 15, 1993. To: Personnel Services, Medicine Hat College, 299 College Drive S.E., Medicine Hat, Alta., T1A 3Y6.

PHYSICAL EDUCATION

UNIVERSITY OF ALBERTA - A position

available immediately in the area of Plant

Molecular Genetics at the University of

Alberta. This is an interdisciplinary pro-

gram involving plant biotechnology and

immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of Victoria is an employment equity employer. Salary will be according to faculty contract. Please submit resume and three references quoting Competition #93-500 by January 15, 1993. To: Personnel Services, Medicine Hat College, 299 College Drive S.E., Medicine Hat, Alta., T1A 3Y6.

PHYSICAL EDUCATION

UNIVERSITY OF ALBERTA - A position

available immediately in the area of Plant

Molecular Genetics at the University of

Alberta. This is an interdisciplinary pro-

gram involving plant biotechnology and

immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of Victoria is an employment equity employer. Salary will be according to faculty contract. Please submit resume and three references quoting Competition #93-500 by January 15, 1993. To: Personnel Services, Medicine Hat College, 299 College Drive S.E., Medicine Hat, Alta., T1A 3Y6.

PHYSICAL EDUCATION

UNIVERSITY OF ALBERTA - A position

available immediately in the area of Plant

Molecular Genetics at the University of

Alberta. This is an interdisciplinary pro-

gram involving plant biotechnology and

immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of Victoria is an employment equity employer. Salary will be according to faculty contract. Please submit resume and three references quoting Competition #93-500 by January 15, 1993. To: Personnel Services, Medicine Hat College, 299 College Drive S.E., Medicine Hat, Alta., T1A 3Y6.

PHYSICAL EDUCATION

UNIVERSITY OF ALBERTA - A position

available immediately in the area of Plant

Molecular Genetics at the University of

Alberta. This is an interdisciplinary pro-

gram involving plant biotechnology and

immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of Victoria is an employment equity employer. Salary will be according to faculty contract. Please submit resume and three references quoting Competition #93-500 by January 15, 1993. To: Personnel Services, Medicine Hat College, 299 College Drive S.E., Medicine Hat, Alta., T1A 3Y6.

PHYSICAL EDUCATION

UNIVERSITY OF ALBERTA - A position

available immediately in the area of Plant

Molecular Genetics at the University of

Alberta. This is an interdisciplinary pro-

gram involving plant biotechnology and

immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of Victoria is an employment equity employer. Salary will be according to faculty contract. Please submit resume and three references quoting Competition #93-500 by January 15, 1993. To: Personnel Services, Medicine Hat College, 299 College Drive S.E., Medicine Hat, Alta., T1A 3Y6.

PHYSICAL EDUCATION

UNIVERSITY OF ALBERTA - A position

available immediately in the area of Plant

Molecular Genetics at the University of

Alberta. This is an interdisciplinary pro-

gram involving plant biotechnology and

immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of Victoria is an employment equity employer. Salary will be according to faculty contract. Please submit resume and three references quoting Competition #93-500 by January 15, 1993. To: Personnel Services, Medicine Hat College, 299 College Drive S.E., Medicine Hat, Alta., T1A 3Y6.

PHYSICAL EDUCATION

UNIVERSITY OF ALBERTA - A position

available immediately in the area of Plant

Molecular Genetics at the University of

Alberta. This is an interdisciplinary pro-

gram involving plant biotechnology and

immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of Victoria is an employment equity employer. Salary will be according to faculty contract. Please submit resume and three references quoting Competition #93-500 by January 15, 1993. To: Personnel Services, Medicine Hat College, 299 College Drive S.E., Medicine Hat, Alta., T1A 3Y6.

PHYSICAL EDUCATION

UNIVERSITY OF ALBERTA - A position

available immediately in the area of Plant

Molecular Genetics at the University of

Alberta. This is an interdisciplinary pro-

gram involving plant biotechnology and

immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of Victoria is an employment equity employer. Salary will be according to faculty contract. Please submit resume and three references quoting Competition #93-500 by January 15, 1993. To: Personnel Services, Medicine Hat College, 299 College Drive S.E., Medicine Hat, Alta., T1A 3Y6.

PHYSICAL EDUCATION

UNIVERSITY OF ALBERTA - A position

available immediately in the area of Plant

Molecular Genetics at the University of

Alberta. This is an interdisciplinary pro-

gram involving plant biotechnology and

immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of Victoria is an employment equity employer. Salary will be according to faculty contract. Please submit resume and three references quoting Competition #93-500 by January 15, 1993. To: Personnel Services, Medicine Hat College, 299 College Drive S.E., Medicine Hat, Alta., T1A 3Y6.

PHYSICAL EDUCATION

UNIVERSITY OF ALBERTA - A position

available immediately in the area of Plant

Molecular Genetics at the University of

Alberta. This is an interdisciplinary pro-

gram involving plant biotechnology and

immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of Victoria is an employment equity employer. Salary will be according to faculty contract. Please submit resume and three references quoting Competition #93-500 by January 15, 1993. To: Personnel Services, Medicine Hat College, 299 College Drive S.E., Medicine Hat, Alta., T1A 3Y6.

PHYSICAL EDUCATION

UNIVERSITY OF ALBERTA - A position

available immediately in the area of Plant

Molecular Genetics at the University of

Alberta. This is an interdisciplinary pro-

gram involving plant biotechnology and

immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of Victoria is an employment equity employer. Salary will be according to faculty contract. Please submit resume and three references quoting Competition #93-500 by January 15, 1993. To: Personnel Services, Medicine Hat College, 299 College Drive S.E., Medicine Hat, Alta., T1A 3Y6.

PHYSICAL EDUCATION

UNIVERSITY OF ALBERTA - A position

available immediately in the area of Plant

Molecular Genetics at the University of

Alberta. This is an interdisciplinary pro-

gram involving plant biotechnology and

immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of Victoria is an employment equity employer. Salary will be according to faculty contract. Please submit resume and three references quoting Competition #93-500 by January 15, 1993. To: Personnel Services, Medicine Hat College, 299 College Drive S.E., Medicine Hat, Alta., T1A 3Y6.

PHYSICAL EDUCATION

UNIVERSITY OF ALBERTA - A position

available immediately in the area of Plant

Molecular Genetics at the University of

Alberta. This is an interdisciplinary pro-

gram involving plant biotechnology and

immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of Victoria is an employment equity employer. Salary will be according to faculty contract. Please submit resume and three references quoting Competition #93-500 by January 15, 1993. To: Personnel Services, Medicine Hat College, 299 College Drive S.E., Medicine Hat, Alta., T1A 3Y6.

PHYSICAL EDUCATION

UNIVERSITY OF ALBERTA - A position

available immediately in the area of Plant

Molecular Genetics at the University of

Alberta. This is an interdisciplinary pro-

gram involving plant biotechnology and

immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of Victoria is an employment equity employer. Salary will be according to faculty contract. Please submit resume and three references quoting Competition #93-500 by January 15, 1993. To: Personnel Services, Medicine Hat College, 299 College Drive S.E., Medicine Hat, Alta., T1A 3Y6.

PHYSICAL EDUCATION

UNIVERSITY OF ALBERTA - A position

available immediately in the area of Plant

Molecular Genetics at the University of

Alberta. This is an interdisciplinary pro-

gram involving plant biotechnology and

immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of Victoria is an employment equity employer. Salary will be according to faculty contract. Please submit resume and three references quoting Competition #93-500 by January 15, 1993. To: Personnel Services, Medicine Hat College, 299 College Drive S.E., Medicine Hat, Alta., T1A 3Y6.

PHYSICAL EDUCATION

UNIVERSITY OF ALBERTA - A position

available immediately in the area of Plant

Molecular Genetics at the University of

Alberta. This is an interdisciplinary pro-

gram involving plant biotechnology and

immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of Victoria is an employment equity employer. Salary will be according to faculty contract. Please submit resume and three references quoting Competition #93-500 by January 15, 1993. To: Personnel Services, Medicine Hat College, 299 College Drive S.E., Medicine Hat, Alta., T1A 3Y6.

PHYSICAL EDUCATION

UNIVERSITY OF ALBERTA - A position

available immediately in the area of Plant

Molecular Genetics at the University of

Alberta. This is an interdisciplinary pro-

gram involving plant biotechnology and

immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of Victoria is an employment equity employer. Salary will be according to faculty contract. Please submit resume and three references quoting Competition #93-500 by January 15, 1993. To: Personnel Services, Medicine Hat College, 299 College Drive S.E., Medicine Hat, Alta., T1A 3Y6.

PHYSICAL EDUCATION

UNIVERSITY OF ALBERTA - A position

available immediately in the area of Plant

Molecular Genetics at the University of

Alberta. This is an interdisciplinary pro-

gram involving plant biotechnology and

immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of Victoria is an employment equity employer. Salary will be according to faculty contract. Please submit resume and three references quoting Competition #93-500 by January 15, 1993. To: Personnel Services, Medicine Hat College, 299 College Drive S.E., Medicine Hat, Alta., T1A 3Y6.

PHYSICAL EDUCATION

UNIVERSITY OF ALBERTA - A position

available immediately in the area of Plant

Molecular Genetics at the University of

Alberta. This is an interdisciplinary pro-

gram involving plant biotechnology and

immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of Victoria is an employment equity employer. Salary will be according to faculty contract. Please submit resume and three references quoting Competition #93-500 by January 15, 1993. To: Personnel Services, Medicine Hat College, 299 College Drive S.E., Medicine Hat, Alta., T1A 3Y6.

PHYSICAL EDUCATION

UNIVERSITY OF ALBERTA - A position

available immediately in the area of Plant

Molecular Genetics at the University of

Alberta. This is an interdisciplinary pro-

gram involving plant biotechnology and

immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of Victoria is an employment equity employer. Salary will be according to faculty contract. Please submit resume and three references quoting Competition #93-500 by January 15, 1993. To: Personnel Services, Medicine Hat College, 299 College Drive S.E., Medicine Hat, Alta., T1A 3Y6.

PHYSICAL EDUCATION

UNIVERSITY OF ALBERTA - A position

available immediately in the area of Plant

Molecular Genetics at the University of

Alberta. This is an interdisciplinary pro-

gram involving plant biotechnology and

immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of Victoria is an employment equity employer. Salary will be according to faculty contract. Please submit resume and three references

The world is yours
-Now is the
time to go!



Sabbatical Programme VALID UP TO ONE YEAR

TO	FROM	St. John's/Halifax/Montreal/Toronto	From: \$ 729.00
LONDON		Winnipeg	From: \$ 829.00
		Calgary/Edmonton	From: \$ 949.00
		Vancouver	From: \$ 989.00
PARIS		Montreal	From: \$ 669.00
		Toronto	From: \$ 899.00
		Winnipeg	From: \$ 1049.00
		Calgary/Edmonton	From: \$ 1149.00
		Vancouver	From: \$ 1199.00
FRANKFURT		Montreal	From: \$ 959.00
		Toronto	From: \$ 989.00
		Winnipeg	From: \$ 1139.00
		Calgary/Edmonton	From: \$ 1239.00
		Vancouver	From: \$ 1289.00
STOCKHOLM		Montreal	From: \$ 1099.00
		Toronto	From: \$ 1129.00
		Vancouver	From: \$ 1429.00
COPENHAGEN AND OSLO		Montreal	From: \$ 1029.00
		Toronto	From: \$ 1059.00
		Vancouver	From: \$ 1359.00
AMSTERDAM		Montreal	From: \$ 869.00
		Toronto	From: \$ 899.00
		Vancouver	From: \$ 1199.00

Ask about our attractive fares from other cities across Canada

• BOOKING CONDITIONS & RESTRICTIONS APPLY

• AIR FARES SUBJECT TO CHANGE AND MAY BE WITHDRAWN AT ANY TIME

• Not included: Canadian Transportation Tax CA\$4.00 and local Taxes where applicable. E & O.E. 12/92

Air Fares to Europe VALID UP TO 30 DAYS

TO	FROM	Halifax/Montreal/Ottawa/Toronto	From: \$524.00
LONDON		Winnipeg	From: \$604.00
		Calgary/Edmonton/Vancouver	From: \$704.00
GLASGOW		Halifax/Toronto	From: \$524.00
		Calgary/Vancouver	From: \$704.00
PARIS		Halifax	From: \$599.00
		Montreal/Toronto	From: \$546.00
		Winnipeg	From: \$726.00
		Calgary/Edmonton/Vancouver	From: \$784.00
FRANKFURT/ DUSSELDORF/ MUNICH		Halifax/Montreal/Ottawa/Toronto	From: \$574.00
		Winnipeg	From: \$754.00
		Regina/Saskatoon/Calgary/Edmonton/Vancouver	From: \$784.00
AMSTERDAM		Halifax/Ottawa/Montreal	From: \$526.00
		Toronto	From: \$574.00
		Winnipeg	From: \$754.00
		Regina/Saskatoon/Calgary/Edmonton/Vancouver	From: \$784.00
ZURICH/ GENEVA		Halifax/Montreal/Ottawa/Toronto	From: \$624.00
		Winnipeg	From: \$764.00
		Regina/Saskatoon/Calgary/Edmonton	From: \$854.00
		Vancouver	From: \$894.00
COPENHAGEN/ STOCKHOLM/ OSLO		Halifax/Montreal/Ottawa/Toronto	From: \$574.00
		Winnipeg	From: \$754.00
		Regina/Saskatoon/Calgary/Edmonton/Vancouver	From: \$784.00

Ask for low fares from other Canadian and European cities

• BOOKING CONDITIONS & RESTRICTIONS APPLY

• AIR FARES SUBJECT TO CHANGE AND MAY BE WITHDRAWN AT ANY TIME

• Not included: Canadian Transportation Tax CA\$4.00 and local Taxes where applicable E & O.E. 12/92

UK/CONTINENTAL RAILPASS BARGAINS

Rail Passes - the ultimate freedom. All passes must be purchased before leaving Canada.

EURAILPASS: Unlimited first call travel \$590.00 15 Days. \$766.00 21 Days.

EURAIL: Any 5 Days within 2 Months \$582.00

FRANCE:

FLEXIPASS: Any 10 Days within 2 Months \$636.00

Any 9 Days within 1 Month \$241.00

Any 14 Days within 2 Months \$666.00

Any 9 Days within 1 Month \$501.00

EUROPEAN EASTPASS: First class rail travel in Austria, Czechoslovakia, Hungary, Poland.

Any 5 Days within 15 Days \$219.00

Any 10 Days within 1 Month \$371.00

BRITFRANCE: Rail Travel in France and Great Britain including round trip crossing of the Channel.

Any 5 Days within 15 Days \$425.00

Any 10 Days within 1 Month \$640.00

BRITRAIL: Unlimited first class travel \$385.00 8 Days \$560.00 15 Days.

WITH PURCHASE OF AIR TICKET TO EUROPE

BRITRAIL FLEXIPASS: Any 4 Days within 8 Days \$299.00

Any 8 Days within 15 Days \$435.00

Any 15 Days within 1 Month \$625.00

SCDTRAIL PASS: Unlimited travel in Scotland on Britrail including transportation on many ferry services. \$169.00 8 Days.

\$239.00 15 Days.

\$302.00 22 Days. E & O.E. 12/92

ALL

AIRFARES

INCLUDE SCHEDULED AIR SERVICE.

1993, MAY WE WISH YOU ALL A VERY HAPPY AND PROSPEROUS NEW YEAR

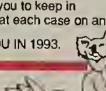
Thank you for your support. We appreciate very much the calls and facsimile requests that we receive from all parts of the country every day.

At time of writing, we would like to be more certain of the general airline situation.

Still a lot to happen out there, but we are very definite in our efforts to get you the best fare possible for your particular needs, consistent with timings, routings and course your preferred carrier.

At time of going to press the fares we show are as accurate as we can get; however there are changes coming up, hopefully in January and we urge you to keep in touch with us. Nothing in fares is cast in stone so we are looking at each case on an individual basis.

DEPEND ON US TD DD DUR BEST FDR YOU IN 1993.



South Pacific

TO	FROM	SYDNEY-MELBOURNE-BRISBANE	From: \$1310.00
	Vancouver	Calgary/Edmonton	From: \$1450.00
		Regina/Saskatoon	From: \$1555.00
		Winnipeg	From: \$1585.00
		Toronto/Ottawa/Montreal	From: \$1500.00
		Halifax/Moncton/Fredericton	From: \$1705.00
		St. John's	From: \$1860.00
TO	FROM	SYDNEY-MELBOURNE-BRISBANE-PERTH or AUCKLAND (via Hong Kong)	From: \$1690.00
	Vancouver	Calgary/Edmonton	From: \$1561.00
		Regina/Saskatoon	From: \$1721.00
		Winnipeg	From: \$1791.00
		Toronto	From: \$1851.00
		Ottawa/Montreal	From: \$1989.00
		Halifax	From: \$2191.00

BASED ON LOW SEASON AIRFARES • BOOKING CONDITIONS & RESTRICTIONS APPLY

• AIR FARES SUBJECT TO CHANGE AND MAY BE WITHDRAWN AT ANY TIME

• Not included: Canadian Transportation Tax CA\$4.00 and local Taxes E & O.E. 12/92

Oriental Getaways

TO	FROM	Vancouver	From: \$1267.00
		Calgary/Edmonton	From: \$1399.00
		Regina/Saskatoon/Winnipeg/Thunder Bay/Toronto	From: \$1431.00
		Montreal/Ottawa	From: \$1462.00
		Halifax/Fredericton/Moncton/St. John's	From: \$1611.00
HONG KONG		Vancouver	From: \$1167.00
		Calgary/Edmonton	From: \$1351.00
		Regina/Saskatoon/Winnipeg/Thunder Bay/Toronto	From: \$1373.00
		Montreal/Ottawa	From: \$1398.00
		Halifax/Fredericton/Moncton/St. John's	From: \$1518.00
SINGAPORE/ PENANG/ KUALA LUMPUR		Vancouver	From: \$1327.00
		Calgary/Edmonton	From: \$1499.00
		Regina/Saskatoon/Winnipeg/Toronto	From: \$1621.00
		Montreal/Ottawa	From: \$1654.00
		Halifax/Fredericton/Moncton/St. John's	From: \$1681.00
TOKYO		Vancouver	From: \$1032.00
		Calgary/Edmonton	From: \$1221.00
		Regina/Saskatoon	From: \$1336.00
		Winnipeg/Toronto/Ottawa/Montreal	From: \$1413.00
		Halifax/Fredericton/Moncton	From: \$1452.00

• BOOKING CONDITIONS & RESTRICTIONS APPLY

• AIR FARES ARE SUBJECT TO CHANGE AND MAY BE WITHDRAWN AT ANY TIME

• Not included: Canadian Transportation Tax CA\$4.00 and local Taxes where applicable

Slightly lower fares are available for passengers from the Toronto-Montréal and Vancouver area. Routings are restrictive and for some itineraries an overnight at the Asian gateway may be required. E & O.E. 12/92

Random Selected Cross Canada Fares

Vancouver	•	Toronto	From: \$406.00	Thunder Bay	•	Ottawa	From: \$304.00
Calgary	•	Ottawa	From: \$447.00	Toronto	•	Edmonton	From: \$387.00
Edmonton	•	Winnipeg	From: \$304.00	Ottawa	•	Vancouver	From: \$447.00
Regina	•	Toronto	From: \$385.00	Montreal	•	Victoria	From: \$529.00
Saskatoon	•	Montreal	From: \$428.00	Halifax	•	Edmonton	From: \$727.00
Winnipeg	•	Halifax	From: \$538.00	St. John's	•	Toronto	From: \$402.00

BASED ON WINTER AIRFARES. BOOKING CONDITIONS & RESTRICTIONS APPLY.

AIR FARES SUBJECT TO CHANGE AND MAY BE WITHDRAWN AT ANY TIME.

Not included: Canadian Transportation and GST Taxes.

E & O.E. 12/92

TOLL FREE has been opened up for JANUARY for RESERVATIONS ONLY 1-800-361-2364. Now is the time to firm your plans up. If your booking is for a family, let us know at time of contact. We do our best price-wise in these tough times. We know every dollar counts.

REMINDER

Ask us about Renault Leasing long stay rates.



CAUT/ACPU WORKSHOPS-COMMITTEE MEETINGS CONFERENCES-CONSORTIUMS

A number of meetings are scheduled during 1992/93. If you are attending any of the above please feel free to give our Corporate Section a call for the best fare possible.

CALL: (416)366-9774 Fax: (416) 366-1005

CHARTER SERVICE ON REQUEST.



A full service agency

Suite 4370, Canada Trust Tower, P.O. Box 608
BCE Place, Toronto, Ontario M5J 2S1
Tel: (416) 366-9771 Fax (416) 366-1005

NEW!

CALL: (416) 366-9771

FAX: (416) 366-1005

Nous offrons aussi un service en français si vous désirez.

(416) 366-9771 Fax (416) 366-1005 Whenever possible.

QUALITY, VALUE, AND SERVICE UNSURPASSED

Fares subject to change.

Any or all of the above offerings may be withdrawn at anytime

